

Strategic Two-Year Local Workforce Investment Plan

**Coconino County
Arizona**

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EXECUTIVE SUMMARY

“Coconino County is a land of vast and endless beauty, home to many cultures.”

OVERVIEW: The Coconino Workforce Investment System As It Exists Today

The current workforce system in Coconino County is an array of local, regional, Tribal, State and Federal programs. Programs that support workforce and economic development offer training, education, economic development, and employment activities. Enhanced by a history of collaborating to share and expand scarce resources, local workforce development organizations have traditionally cooperated well on initiatives to strengthen the economic well being of County residents. Local partnerships have been hampered by conflicts between the variety of funding sources and jurisdictions that result in barriers to seamless service. Barriers include the following challenges: limiting services to specific target groups, differing eligibility requirements, dissimilar outcomes, unknowingly serving the same clients due to privacy prohibitions, varying program years, inadequate data bases, and a roller coaster of funding increases and decreases. These issues impact collaborative planning and efforts to streamline the provision of services into a One Stop system.

Workforce development leaders have been able to implement several initiatives that offer promise as a foundation upon which to build a more consolidated system. There are currently four One-Stop Centers in the County that involves multiple partners. The City, County, Department of Economic Security, Chambers of Commerce, Northern Arizona University, the Community College and the Greater Flagstaff Economic Council all partner with each other to support Enterprise Zones, surveys to design training programs, business retention and expansion, and Rapid Response for dislocated workers.

Coconino County is the second largest geographic county in the US, but is sparsely populated with 129,475 residents spread over 18,608 square miles. Great distances between homes, schools, and places of employment characterize the service area, by geographic barriers and severe seasonal climatic conditions. Rural isolation additionally makes managing employment training programs a complex endeavor. Both opportunities and challenges for economic vitality arise from the circumstances that make Coconino County a unique place to live and work

Assistant Secretary of Labor Emily DeRocco spoke in Arizona this year and called the current workforce system “a collection of heavily regulated programs micro-managed by Washington D. C. and too often disconnected from the economy that they serve.” This is an accurate depiction of the system five years into the implementation of the Workforce Investment Act (WIA). The Act mandates a “one size fits all” approach that may fit a metropolitan area with abundant resources, but represents a challenge for rural communities. Workforce Board leaders from metropolitan areas may have a cadre of support staff that free them up to approach the time intensive task of designing a new system. Board leaders in rural areas may own, manage and work in their business with no support staff. Workforce organization leaders in metropolitan areas may have large budgets and staff that allow them the time to meet the ambitious goals of creating an effective system. Workforce leaders and One Stop partners in rural areas wear many hats as they operate full time programs with small budgets and limited support staff.

A SNAPSHOT: How the Workforce Development System Will Look in Two Years

The ideal workforce system must respond to numerous local demands, yet maintain a focus on employers as the primary customer. One size does not fit all, and one system does not fit all. To

be effective, the Coconino workforce system must reflect the diverse area in which services are provided, support the needs of their unique customers, and should include systems that coordinate local and area-wide assets and capacity. Assistant Secretary DeRocco suggests that to be effective “a new relationship among companies, government, educators and workers is needed to assure a 21st century economic environment that can successfully adapt and compete with global challenges”.

Building upon the existing workforce foundation, while gaining capacity to meet new and emerging global challenges, will allow the Coconino County workforce system to realize the Local Workforce Investment Board vision to **“Promote the well being of citizens of Coconino County by developing and maintaining a quality workforce. Serving as the focal point of local and regional workforce investment initiatives, we support local and regional economic growth by linking workforce development with economic development.”** The Coconino County Workforce Investment Board has developed a 2 Year Strategic Workforce Plan designed to capitalize on the resources – both natural and intellectual - of the area. When their vision is realized, this Plan will create a demand driven, integrated workforce system that will promote the economic well being off all the residents of Coconino County.

This bold vision will be achieved by aligning local goals and strategies with State and Federal economic and workforce development goals. Local goals that support these broader goals include the following strategies:

- ◆ To coordinate employment and training programs into a single customer friendly system of integrated program services and government structures,
- ◆ To create a world-class workforce system in Coconino County which enables employers to be globally competitive and citizens to enjoy a quality standard of living,
- ◆ To transform and integrate the current workforce system and programs to continually anticipate and meet the needs of employers and workers in the County by aligning education and training outcomes with employers and industries workforce needs,
- ◆ To provide adults, youth, incumbent and dislocated workers with the streamlined services needed to obtain and/or retain employment that allows for economic prosperity.

We envision a system that involves all major workforce partners in achieving these goals through the seamless services offered at One-Stop Centers. One measure of success we expect to note in two years will be that all One-Stop Centers offer similar high quality services and no one can identify which organization provides the service. Our customers, that include both job seekers and employers, will also offer crucial insights on improving services to meet their needs.

In summary, we will offer workforce, education and training services that promote customer success. In a world where the workforce is constantly changing, a self-sufficient person or an employer, must learn the skills of managing future career changes to keep pace with changes in the economy. In the end, we can strive for no better measure of success than this: we empowered our customers with the capacity to successfully change and prosper.

I LOCAL VISION

No local plan with lasting value can be developed in a vacuum. The legislation that authorizes Workforce Investment Act (WIA) programs positions the Act as a strategic economic development tool by setting the goal of “enhancing the productivity and competitiveness of the Nation” in the preamble. The Governor’s vision and goals must also be supported in Arizona’s local Plans. The Governor’s Statewide Strategic Plan clearly articulates her vision: “the Governor is committed to a state workforce that reflects the rich diversity of Arizona.” Finally, Coconino County has a community vision that must be aligned to the local workforce vision and goals: **Coconino County is a land of vast and endless beauty, home to many cultures.** Aligning all these markers will assure that their vision and goals come alive in the local workforce development system and result in keeping Coconino County a great place to live and work.

A. Identify economic development goals

Local economic goals are derived from a variety of local stakeholders; the County, cities, employers, and regional partnerships. Coconino County sponsored a community visioning process that brought all these stakeholders together to create a community vision, goals and action plans that could be achieved by the year 2020. Their vision for economic development reflects high standards: *“Creating Economic Opportunity – In 2020, Coconino County enjoys a healthy, thriving economy. It recognizes that economic vitality is the foundation for continued community progress and livability. The community has justifiably developed a reputation as a highly desirable place to work and do business because of its well-educated workforce and high quality of life. The community is selective in targeting companies that offer good employment prospect, draw from the local labor pool and are good corporate citizens. It is equally concerned with supporting and nurturing homegrown companies and small businesses. A balance of large and small companies as well as a diverse industrial base give community member a healthy mix of job opportunities from which to choose. Residents have many options to earn livable wages and enjoy rewarding work.”*

To reach this vision, the 2020 plan included 7 economic development goals:

1. **Quality Employment** – A good job is the means to productive, satisfying life. People in Coconino County have ample access to good jobs with good wages in good companies.
2. **Quality Employers** - Coconino County is blessed with high quality employers who treat their employees well and make positive contributions to the community and the economy. The presence of good companies is no accident: the community attracts and actively seeks them out.
3. **Small and Locally-Owned Businesses** – The spirit of entrepreneurship is alive and well in Coconino County. Small and locally-owned businesses flourish, supporting the local economy and providing good employment.

4. **Keeping dollars in the community** - Coconino County wants the benefits of a strong economy to flow down to the local community. A key focus of economic development activity is developing and retaining local businesses that help keep dollars circulating in the local economy.
5. **Developing local resources** - Coconino County has a wealth of natural assets for economic development, including recreational, natural and cultural attributes. It takes strategic advantage of these strengths to attract and develop businesses that support community values.
6. **Opportunities for youth** - When it comes to investing in its youth, Coconino County has its eye on the future. The community provides its young people with the education and training they need to compete in a changing economy.
7. **Regional Airport** - Flagstaff sees its airport as a vital link in the economic development of the community, supporting passenger and air freight needs of local businesses, residents and visitors.

The County also supports a regional approach to economic development and partners with Northern Arizona Council of Governments (NACOG) to realize broader goals. A member of the county Board of Supervisors serves as the Chair of the NACOG Regional Council, and the Local Workforce Investment Board (LWIB) Director serves on the NACOG Economic Council. The Action Plan for the NACOG District included 3 labor force focus goals:

1. **Workforce Readiness** - To integrate workforce development efforts with economic development within the District.
2. **Business Training** - To focus on business training to ensure students are prepared to be successful as they go into the workplace.
3. **Incumbent Worker Training** - To support opportunities for skill enhancement to existing employees to ensure regional economic competitiveness.

(Strategies to realize these goals are addressed in Section III of the Plan.)

B. Vision for maximizing/leveraging local resources

The Coconino County LWIB has developed a vision that will support maximizing and leveraging local resources. The county is rich in resources – natural, cultural, and intellectual. However, Coconino County can only capitalize on these resources by streamlining the workforce system to focus efforts in a clear direction. The Coconino County LWIB provides that focus through their vision: **To promote the well being of citizens of Coconino County by developing and maintaining a quality workforce.** Serving as the focal point for local and regional workforce investment initiatives, we

support local and regional economic growth by linking workforce development with economic development.

The Coconino County LWIB will realize this vision by serving as the focal point for local and regional, workforce and economic development initiatives. Members of the LWIB serve on work groups, teams, committees, other Councils and Boards, and in political leadership positions, that target resources available for workforce development. The widespread distribution of LWIB members in aligned efforts assures linkages between professionals working to achieve the vision of transforming disjointed workforce programs into a streamlined system. By achieving this vision, workforce and economic development resources will be leveraged and maximized.

(Strategies to realize this vision are addressed in Section III of the Plan.)

C. Vision for ensuring education and training opportunities will ultimately result in placement in jobs.

The LWIB Vision to assure that education and training opportunities, given changing skills needs, will result in job placement is as follows: **A transformed and integrated workforce and education system continually anticipates and meets the needs of employers and workers in Coconino County by aligning education and training outcomes with industries and employers needs.** Coconino County leaders support the Governor's vision of "continuing to improve the competitiveness of workers and employers, academia and government together. Communication and collaboration are critical to properly prepare the future workforce". There are two primary customers for workforce and economic development systems – job seekers and employers. By coordinating employment, education and training programs into a single customer friendly system and integrated program services that meets the changing needs of local employers and employees, the Coconino County LWIB will provide education and training programs that result in high wage job placement.

(Strategies to realize this vision are addressed in Section III of the Plan.)

D. Vision for continuing to bring together key players who identify challenges and develop solutions.

Coconino County has a long history of bringing together key players to identify challenges and develop solutions. A smart community will work together to enhance the community good. In the Greater Flagstaff Economic Council's (GFEC) Strategic Plan, their Director states that, "Conditions constantly change and community leaders must monitor and adopt a mix of strategies and tactics to maintain satisfactory performance levels and to take advantage of emerging opportunities."

The Coconino County LWIB developed a vision statement at a retreat that affirms their ideal of serving as a focal point for initiatives that would bring together key players to identify challenge and develop solutions: **By 2007, the Coconino County LWIB is the leader in leveraging workforce and other community assets to improve our economy.**

To realize this vision, key leaders and stakeholders must be involved by seeing the benefit of creating a world-class workforce system in Coconino County which enables employers to be globally competitive and citizens to enjoy a quality standard of living.

(Strategies to realize this vision are addressed in Section III of the Plan.)

E. Vision for ensuring that every youth has opportunity for developing/achieving career goals

Coconino County has managed award winning youth employment, education and training programs for over 20 years. The success of programs has always been enhanced by strong community linkages that fill gaps, provide a continuum of services, and maximize resources for youth. In 1996, the Alliance for the Second Century formed a team of youth experts from the County, the City of Flagstaff, the Flagstaff Unified School District (FUSD), Northern Arizona University (NAU) and the Coconino Community College to expand opportunities for youth to volunteer, explore careers and become employed. The Alliance joined the County in sponsoring the 2020 community visioning process and stipulated that a youth focus must be included. A vision for youth was developed during the 2020 community vision process: **When it comes to investing in its youth, Coconino County has its eye on the future. The community provides youth people with the education and training they need to compete in a changing economy.**

Coconino County is committed to ensuring that youth are prepared for the workforce. In order for youth to secure employment in this changing economy, it is critical to provide them with tools to be successful. These tools include education, employment skills and training to assure that they will meet their goals, and gain meaningful employment.

(Strategies to realize this vision are addressed in Section III of the Plan.)

II ECONOMIC AND LABOR MARKET ANALYSIS

The Coconino County Local Workforce Investment Area (LWIA) consists of off-reservation Coconino County, the second largest county in the United States and the largest in Arizona. Coconino County contains part of the largest stand of Ponderosa Pine forest in the world. The County is a major tourism center with deep canyons of massive red rocks and six national parks and monuments. Although there are severe seasonal weather changes, the County is a year round mecca for outdoor activities. The mountain community of Flagstaff is the population center of the County and contains the government seat well as serving as the regional center for wholesale, retail, education and medical services. Approximately 48% of the County's population lives within the 35 square miles that constitutes the urban boundary of Flagstaff. One of the three universities in the State, NAU, is based in Flagstaff. Coconino Community College is also located in Flagstaff and serves the entire County.

The Coconino LWIA does not include reservations, as Tribal governments administer their own employment and training programs. However, the impact of five Reservations in the County is significant as their residents often relocate within the service area seeking training and employment opportunities. The County reservation population exceeds 29,000 and Native Americans constitute the largest ethnic minority in the area. Although Native Americans represent about 29% of the population, they represent 45% of the poverty rate.

The local labor market cannot be fully assessed without an understanding of land ownership and its impact on economic development. Indian reservations comprise 46% of the land and are home to the Navajo, Hopi, Paiute, Havasupai, and Hualapai Tribes. The U.S. Forest Service and Bureau of Land Management control 32.% of the land, the State of Arizona owns 10%, other public lands comprise 6%, and the remaining 6% is owned by private individuals or corporations. Most of the City of Flagstaff is an Enterprise Zone. This distribution of land explains the major employment sectors in the County: Government, Leisure and Hospitality, and Trades. Jobs in the area reflect opportunities available due to the land ownership, and natural and cultural resources.

Emerging trends that invite consideration when assessing the labor market have been developed through the NACOG Focused Future planning process for the region. Trends that will impact workforce and economic development include the following:

- Growth management and citizen's initiatives
- Indian gaming
- Demand for customer convenience/One-Stop for services
- Increase in the speed of communication
- Increase of infrastructure needs
- Consolidation of businesses within industries
- Insurance changes
- Increase in electronic commerce
- Modes of transportation changing
- Sixty percent of the youth expected to move away seeking jobs and education
- Increase of Home based business and telecommuters
- Environmental issues will increase and exert pressure on development

- Potential out-migration
- Deregulation of electric power industry
- Aging population

All trends must be considered as workforce programs develop training programs that allow our clientele – both job seekers and employers - to benefit from the strengths of the economy and reduce the threats that could derail economic development.

Population trends offer important insights and demonstrate the difficulty of projections. The Department of Economic Security (DES) Population Projections Model forecasted population for the County to grow from 120,875 residents in 2000 to 131,225 in 2005. This would have represented an almost 11,000 increase in residents over a five-year period and translates into an 8.6% increase over the five-year period. The population is currently listed as 129,000 so this increase did not meet projections. However, this is substantial growth. It is not as high an increase for the State population which is double the Coconino County percentage. Therefore, rural areas of the state continue to have less available labor force.

The Department of Economic Security Research Administration (DESRA), Arizona Department of Commerce and NAU have developed Labor Market Information charts based upon research that includes information of importance when planning employment and training programs for the County. These charts include data on population, industry projections of growth or decline, commuting patterns, skills gaps and demands, the civilian labor force, economic forecasts, educational attainment, dropouts, and teen-age births. Staffs evaluated these charts when developing strategies and are included as attachments to this Plan. These charts are included in the attachment section of this section.

A. Current makeup of local economic base by industry

Coconino County has a current population of 129,000 with labor force of 68,846 in 2004. The largest employment sectors are Government and Leisure/Hospitality with 28% and 20% respectively. These sectors are followed by Trade, Transportation and Utilities at 15%, Educational and Health Services at 11%, Manufacturing and Natural Resources and Construction at 6% each. Professional business services are at 5%, and the remaining sectors represent less than 3% each.

WIA programs are evaluated on their ability to move job seeker customers into high paying jobs. Therefore, high wage potential is always explored when developing an employment plan for job seekers. Another important consideration for job seekers is if a job offers benefits. A job offering benefits reduces the local tax burden and enables the job seeker to be self sufficient. The average wage is \$13.49 and most of the major employers offer health benefits. Highest paying occupations are Management at an average wage of \$29.52 per hour, Health Care Practitioners and Technicians at \$24.88 per hour, followed by Construction at \$15.23 per hour and Education, Training & Library at \$14.12 per hour.

An excellent source of information is attached: **Profile: Coconino County**. This was developed by the Arizona Department of Commerce and summarizes important aspects of the local economy and industrial base.

Labor Market Information received from DES Research Administration on current employment statistics, local area unemployment statistics, the quarterly census of employment and wages, and growing and declining industries are included in Attachment #A - D.

B. Industries/jobs projected to grow/decline

A current occupational forecast for Coconino County from DESRA is 35 pages long and is included in the attachment section. Focused information from a past forecast is included in this text for easy review. This information demonstrates trends that are accurately reflected in the current and future labor market.

- 1996-2006 Occupational Forecast *

Coconino County employment is projected to increase from 51,059 to 67,732. This represents a 16,673 increase or an annual rate of change of 3.3%.

The net new positions amount to 1,667 annually; however, another 1,278 replacement positions are also projected for each year giving the County an expected 2,985 annual openings.

The greatest number of openings over the 10-year period is projected to occur in Professional, Paraprofessional and Technical positions with 3,774 projected new positions.

- Second is Marketing and Sales with 2,864 new positions.
- Third Administrative Support (1,734)
- Fourth Precision Production, Craft and Repair (1,628)
- Fifth Operators, Fabricators and Laborers (1,508)
- Sixth Executive and Managerial (1,372)

In the recent past (1994-1997), Coconino County's employment growth has matched traditional national growth rate targets (near 3% annually). DESRA is forecasting slowing employment growth rates in the SDA for Program Year (PY) 98-99 (2.3%) and PY 99-2000 (1.5%). Nevertheless, the County's unemployment rate is expected to remain near present levels and within the Service Delivery Area (SDA), fewer than 6.5% through PY 99-2000. Unemployment rates nationally and in Arizona are expected to increase slightly from their present historically low levels.

Most job creation will continue to be in the Service sector. The high growth industries in this group tend also to be those employing higher skills: business services and healthcare. Notably, personnel supply services is among the County's growth stars. This industry is no longer a temporary clerical staffing industry; it has expanded to include the entire spectrum of occupations and can no longer be viewed as a source of less than desirable employment or limited opportunities. Construction jobs should show a slight decline in a slowing economy.

Tourism related jobs such as food service and lodging managers, hotel desk clerks, maids and housekeepers, fast food service and preparation workers, restaurant cooks, and bartenders continue to be the most rapidly obtainable employment. Sales persons and supervisors, counter and rental clerks continue to demonstrate the trade's prominent role in the local economy. Medical and dental assistants, pharmacy technicians, nursing, social service counseling, and automotive repair occupations offer longer-term opportunities for job training and above average pay.

** Source: Department of Economic Security, Research Administration, October 1998*

Additional jobs in light industry or manufacturing should appear in the County as new industrial parcels come on-line. One of these sites is at Pulliam Airport in Flagstaff as the local airport has parcels available for development. Three firms have built facilities and others have agreed to terms to begin operations at this location. Additional land exchanges with the Office of State Lands may bring other parcels on-line. Further, a pending Congressional action to exchange lands would open up new industrial land in the airport area.

DESRA has developed a Chart that lists **Coconino County Growing and Declining Occupations** and this chart is included as an attachment. This Chart notes critical industries and their projections for 3 years of growth or decline. This list can be an important tool as WIA Title IB Individual Training Account (ITA) vouchers can only be issued to fund training for occupations in demand. The Coconino County LWIB has a team of local experts who review the list from DESRA and expand it to capture emerging local trends that may not be reflected in the DESRA data.

Labor Market Information received from DES Research Administration on industries/jobs projected to grow/decline are included in Attachment #E.

C. Where is there demand for skilled workers and jobs (today/future) and in what numbers

Current fastest growing occupations data is not available from DESRA for Coconino County.

The success of cluster-based initiatives in communities throughout the County will influence the number and type of new positions. Flagstaff's clusters identified by the GFEC for focus and support are as follows:

- Bio-Industry
- Environmental Alternative Power/Renewable Energy
- Software and Information.

However, the overall number of positions currently available in these clusters does not constitute a significant portion of the local labor force; so success in attracting new industry in these fields could open possibilities for enhancing skills in these areas and change the general composition of new jobs coming into the area.

The Tourism and Experience cluster is favorably looked upon by many leaders and residents and could influence the economies of Flagstaff, Sedona, Page, and Williams as each of these communities is positioning itself toward attracting tourists who will spend more time in the community or region. Additionally, Tribal Governments are seeking to enhance their ability to attract and serve tourists.

The Focused Future planning team for the NACOG region has also identified regional clusters for which the County will benefit, as nurturing these clusters will draw development to the region. Workforce programs in Coconino County will support the further development of the following regional clusters evolved as part of the Focus Future's process:

- Software and Systems Design
- Healthcare/Biotechnology
- Forest Products,
- Engineering Research and Testing
- Energy and Energy related
- Transportation/Distribution
- Senior Industries.

Although the Manufacturing industry only accounts for 6% of the total employment, the Flagstaff community has a large number of national and international manufacturing companies: Nestle Purina PetCare, Southwest Windpower, Joy Cone Company, WL Gore & Associates, SCA Tissue, Machine Solutions and Prent Thermoforming. Many of these companies employ over 100 people each and continue to grow, even with technological advancements that increase productivity while reducing the size of their work force. Also, the Health Services field, while employing a relatively small percentage of the labor force, serves as a regional center for services, and provides high paying stable jobs with benefits. Both of these sectors have indicated a concern about the ability to hire skilled workers today and in the future.

The Industries Growth and Decline chart from DESRA is attached and details the numbers for declining and growing industries in Coconino County and is included for providing information on projected employment opportunities.

Labor Market Information received from DES Research Administration on where the current demand for skilled workers and jobs and in what numbers are included in Attachment #E.

D. What industries/jobs are most critical to the local economy

The jobs and industries that are most critical to the local economy are similar to those of importance to the State of Arizona: jobs in key industry sectors that import money into the economy (basic sector) as well as serving the local population and conserving those features that make Coconino County unique. In addition, local economic development professionals at the GFEC cite these key factors that promote economic vitality:

- Jobs/industries that offer full-time career opportunities with above average wages and basic fringe benefits.
- Basic sector employers who sell goods and services outside the community and bring new revenue into the area.
- Companies that are excellent corporate citizens with a good environmental record and concern with preserving the environment
- A range of jobs/industries to diversify the economic base and minimize the impact of future economic downturns.
- Jobs/industries that support the retention, growth and expansion of the industry clusters already mentioned in Item C. of this Section.
- Emerging jobs/industries that are incubated at the Northern Arizona Business and Technology Center, the NAU, or from local talent.

E. What are skill needs for available, critical and projected jobs

Coconino County enjoys the distinction of being the most highly educated County in Arizona. Therefore, besides being a desirable place to live that serves as an attractor for new workers, the existing labor pool and in-migrants are often well skilled. Many people are actually underemployed and working below their skill level. However, the plethora of professional workers means that skilled labor can be underrepresented. In one survey of 50 businesses, 43% indicated difficulty with recruiting skilled labor.

As noted in this Section in Question H. which asked for any skill gaps, the skill needs listed by local employers tend to be soft skills. Also already addressed in this Section in Question C. local employers indicate a concern for manufacturing employees and health care workers. Those fields contain workers who need both technical and soft skills.

The Occupational Information Network (ONET) lists examples of skills needed in some of fast growing occupations in Coconino County:

Based on descriptors defined and used by the O*NET, examples of skills needed in some of our fast-growing occupational groups are:

Some Skills of Health Care Occupations

Active Listening
Complex Problem Solving
Coordination
Active Learning
Learning Strategies
Monitoring
Operation and Control
Service Orientation
Speaking
Critical Thinking
Equipment Selection
Instructing
Judgment and Decision Making

Some Skills of Construction Occupations

Active Listening
Complex Problem Solving
Critical Thinking
Equipment Selection
Installation
Judgment and Decision Making
Mathematics
Monitoring
Operation and Control
Operations Analysis
Quality Control Analysis
Reading Comprehension
Repairing

Some Skills of Occupations--Technicians and Engineers

Technicians

Equipment Maintenance
Repairing
Operation Monitoring
Troubleshooting
Reading Comprehension
Equipment Selection
Quality Control Analysis
Installation
Judgment and Decision Making
Critical Thinking

Engineers

Critical Thinking
Judgment and Decision Making
Time Management
Active Learning
Writing
Reading Comprehension
Monitoring
Speaking
Systems Evaluation
Management of Personnel Resources

Some Skills of Manufacturing Occupations

Production Welders:

Operation and Control
Equipment Selection
Mathematics
Operation Monitoring
Equipment Maintenance

Machinists

Operation Monitoring
Operation and Control
Mathematics
Equipment Selection
Troubleshooting
Reading Comprehension
Quality Control Analysis
Equipment Maintenance
Active Listening
Active Learning

Some Skills of Tourism Occupations

Meeting and Convention Planners

Active Listening
Reading Comprehension
Social Perceptiveness
Service Orientation
Time Management
Speaking
Critical Thinking
Coordination
Writing
Active Learning

Gaming Dealers

Mathematics
Speaking
Active Listening
Service Orientation
Social Perceptiveness
Monitoring
Learning Strategies
Coordination
Reading Comprehension
Time Management

Some Skills of Network & Computer Systems Administrators

Reading Comprehension
Troubleshooting
Active Listening & Learning
Critical Thinking
Complex Problem Solving
Service Orientation
Coordination
Equipment Selection
Installation
Repairing

The DESRA has developed a report entitled: **Training and Education Resource Model** which they suggest can be used to identify skills gaps. This report is attached and may be used by the LWIB to identify other skills needs.

F. What are current projected demographics of available labor pool

The attached Chart that profiles “The Many Faces of Arizona’s Economy” notes two important elements of the demography of the Coconino County labor pool. Among the counties in the state of Arizona, Coconino County has the highest percent of total population in the working age cohort, and the greatest percentage with a Bachelors degree or higher. Both statistics indicate a labor pool with great potential due to their high educational levels and age availability.

The average Civilian Labor Force for 2004 in Coconino County is 68,846 according to DESRA with 4,191 unemployed for an unemployment rate of 6.1%. However, these numbers change when the Reservations are subtracted from these figures. Without Reservations, the Coconino County civilian labor force is 60,097 with 2,682 unemployed and an unemployment rate of 4.5%. Unemployment on the Reservations is a fluid number, with Tuba City reporting an average unemployment rate of 16.2% and other Tribal leaders citing rates as high as 50% unemployment. Although the Coconino LWIA does not include the Reservations, their numbers must be considered in workforce planning for two reasons. One, the residents of the Reservations will migrate to the LWIA seeking employment and training. Secondly, the residents are an untapped labor pool that offers much to area employers.

The current and projected demographics of the available civilian labor pool are listed on the Chart listed labeled **Civilian Labor Force Projections 2002 and 2003 Coconino County Less Reservations**. This data illustrates the demographics of age, gender and ethnicity.

See Attachment #F & #G

G. Describe any in-migration or out-migration of workers impacting labor pool

Route 66 runs through Coconino County and the area seems to be a transitory one for workers – both coming and going. A local joke suggests that whenever there is a catastrophic event in California, there is an increase in our population. There are three main areas of concern that have a continuing impact on both out and in migration:

- Trailing spouses often relocate to Coconino County when their spouse receives a job in the area. Many of these individuals become underemployed, or remain unemployed due to not being able to secure the type of job for which they were educated. Since Coconino County is the most highly educated County in the state, competing with other professionals is a challenge. When both spouses cannot find work, coupled with Flagstaff having the highest cost of housing in Arizona, they migrate to areas with more employment opportunities, and lower housing costs.
- Surveys of graduating high school and NAU seniors continually demonstrate that from 60-70% of graduates leave town seeking employment, training or education. The high cost of housing is often cited as a factor for their move.
- A large number of younger manufacturing employees leave the community due to high housing costs, and other general costs of living.

H. Describe skill gaps today and projected

The skills gaps in Coconino County are identified as the “soft skills” such as punctuality, work ethic, and attention to detail. A workforce skills study was commissioned by the County, GFEC, and the City of Flagstaff to determine the job skills needs of employers in the workforce service area. The study sought input from both employers and employees and contained interesting findings that are noted below. The findings are used to design training programs aligned with industries needs. Therefore, the findings assist workforce developers in developing individual employment plans for customers that enables them to compete for job openings through the acquisition of needed skills. At the September 2005 meeting of the GFEC, the Business Retention and Expansion committee met and confirmed that this study still represents the skills gaps employers face today, and expect to face in the future.

Top Ten Skills Gaps*

Employers

1. Paying attention to detail
2. Thinking and acting on their own with minimal supervision
3. Applying good listening skills
4. Maintaining records completely and accurately
5. Demonstrating a work ethic consistent with the employers needs and expectations
6. Exhibiting work ethics and behavior essential for success on the job
7. Handling responsibilities reliably
8. Handling stress
9. Demonstrating appropriate listening skills
10. Punctuality in arriving to work on time

Employees

1. Developing management or supervisory skills
2. Developing leadership skills
3. Handling stress
4. Using technology to present and analyze data
5. Improving oral communication skills
6. Communicating with customers and clients
7. Developing listening skills
8. Improving writing skills
9. Maintaining records clearly and accurately
10. Interpreting and evaluating data

* Flagstaff & Coconino County Workforce Skills & Needs Survey, July 1999

As already cited in this Section in answers to Item C. and E. local employers note a concern for current and future workers for manufacturing and health care.

I. What workforce development issues have been identified

Important workforce issues include both the labor pool and the cost of doing business. These issues can often collide: the high cost of land can impact both the employer looking to build or expand, and their employees seeking affordable housing. Through a series of business round tables, surveys and collaboration with workforce partners, both sets of issues have been identified.

WORKFORCE ISSUES:

1. How to reach the pool of existing, potential and untapped workers
2. Identifying the future workforce to meet the need
3. Early work with middle, high school, College and NAU students to raise awareness of local employment opportunities
4. Wage competitiveness
5. Focusing on soft skills to create a qualified workforce.
6. Identifying current workforce programs
7. Determining the barriers that prevent workforce programs from working together in a seamless manner
8. Identify the barriers industries face in keeping/recruiting new employees
9. Projecting our workforce skill needs as we move forward and new and emerging industries require labor
10. Determining the skills gaps for now and the future
11. Identifying the current skills inventory
12. Limited local vocational and technical training
13. Limited or non-existent affordable child care
14. Affordable workforce housing
15. Ability to recruit skilled labor

BUSINESS ISSUES:

1. Housing costs
2. Available incentives
3. Availability and cost of land
4. Availability and cost of buildings
5. Availability of high speed internet
6. High cost of living
7. Paying wages that allow workers to meet the high cost of living
8. Limited diversity in industrial employer base

J. What issues are considered most critical

Although all issues are important, and have a bearing on economic vitality, the most critical issues have been identified as follows:

- identifying where the future workforce will come from to sustain job growth and economic development in Coconino County,
- Affordable workforce housing.

III OVERARCHING LOCAL STRATEGIES

The Coconino County Strategic Workforce Plan must align local strategies with both the US Department of Labor direction and the Governor's methods to meet these federal goals. The Governor's direction in the Statewide Plan is clear: "we must target our efforts more strategically to **grow, retain and attract the workforce necessary to support a more diversified economy** and increase Arizona's per-capita income. A critical part of this strategy is developing the workforce in all parts of the state in order to diversify and strengthen rural economies as well as urban ones." This Gubernatorial goal was also supported by the Arizona 2001 Town Hall which addressed the topic of "Moving ALL of Arizona Into the 21st Century Economy: "Strong rural economies are critical to all of Arizona, not only because weak rural economies have a negative fiscal impact on the remainder of the state, but also because Arizona's overall image and reputation may be perceived negatively by the rest of the world."

The Coconino County LWIB has identified that the primary workforce issue in the area is developing the labor force to meet the workforce needs of employers today and into the future. This issue is strongly aligned with the Governor's direction. By working together with a common state, local and federal approach, achieving this ambitious goal is easily accomplished.

A. How will LWIB use WIA Title I funds to leverage other funds and expand participation in the local workforce system

The LWIB will coordinate and partner with resources from all Workforce Investment system partners in providing service(s) to the Coconino County community. The current Workforce Investment system in Coconino County is comprised of various mandated and un-mandated partners. Services are currently provided through the One-stop system. As new Workforce Investment system programs are available in Coconino County, the LWIB will initiate a partnership to provide services to the targeted populations.

B. Strategies to address national strategic direction, Governor's priorities, and workforce issues identified

US DOL Strategic Direction: *Demand Driven Strategies*

The Governor's Priorities cited in the Statewide Strategic Workforce Plan "recognizes that advancing her economic development agenda requires directing resources to meet the workforce needs of business, i.e. a demand-driven system. This requires making the best use of increasingly scarce resources, addressing reemployment as well as skills shortages, keeping and creating high wage jobs and diversifying the economy."

The Coconino County workforce system has in place a number of programs that focus on serving business as part of the area's integrated approach to ensure that local economic and labor market needs are addressed. They include:

Governor's Job Training Program: The Arizona Department of Commerce's Job Training Program is a job-specific reimbursable grant program that supports the design and delivery of customized training to meet specific needs of employers, create new jobs and help increase the skill and wage levels of employees in Arizona. This program provides grant monies to individual businesses or consortiums for training new employees or to supplement training programs for incumbent employees. The program is managed by a member of the LWIB – the GFEC. When a grant is secured, other LWIB members may provide training or services funded through this grant, and support the business with referrals.

Local Internships, On Job Training and Apprenticeship Programs: These programs encourage, promote and facilitate the participation of local employers in the development of internships, On Job Training opportunities and apprenticeships.

Governor's Enterprise Zone Program: The primary goal of the Enterprise Zone Program is to improve the economies of areas in the County with high poverty or unemployment rates. The program does this by enhancing opportunities for private investment in certain areas that are called enterprise zones. The program offers two types of benefits: income or premium tax credits and property tax reduction. The Program is designed to encourage location of businesses in depressed areas, which will in turn promote more jobs and reduce the unemployment rate. This program is managed locally by the GFEC, an LWIB member. There is an Enterprise Zone in Flagstaff.

The Governor's Council on Workforce Policy has provided support to establish a skilled cadre of regional representatives to work with LWIBs on workforce, economic development and education issues. LWIB members participate in forums, meetings and discussions convened with the local regional representative from the Department of Commerce, and with the NACOG Regional Council to facilitate regional approaches as business ventures overarch labor market and political boundaries. These existing partnerships of workforce, economic development, and education professionals address regional issues in a collaborative manner.

Governor's focus on Community College: Proposition 301 mainly benefits K-12 education, but it includes funding for community colleges and universities statewide. Priorities are healthcare, information technology, high tech manufacturing and aerospace.

Local strategies aligned with the Governors focus include training in the healthcare, information technology and high tech manufactory. To support the State's demand-driven approach, the following additional local strategies, are now envisioned to be carried out within the next two years. They include:

- Utilize economic and labor trends and needs to drive resources and decision-making.
- Promote and implement programs that link state and local economic and workforce entities.

- The LWIB will seek the use of the Governor’s discretionary funds as well as supplemental incentive and technical assistance grants for the local areas, with an eye toward enhancing business participation and local resources.
- Obtain and utilize government and private sector resources to develop industry-specific curricula, hire qualified faculty and provide clinical opportunities utilizing state of the art equipment. Emphasize retention and expansion as well as attraction in targeted industries.
- Implement industry-focused and customer-driven workforce strategies and resource allocations. Participate in an initiative in Arizona to identify high-demand occupations on a regional basis, partner with private sector to identify necessary skill sets and utilize apprenticeship as the training model.
- Create career pathway approaches in collaboration with area employers in high-demand occupations.
- Continue the local broader approach to layoffs and worker retraining, which is a pro-active approach that also provides Business and Employer Services before a lay off. This approach has been rewarded with an incentive grant and recognition from the State. Part of a broader “lay off aversion” strategy, the local Rapid Response team provides an array of services from One-Stop partners before, during and after a layoff.
- Seek and utilize federal and state (Prop. 301) funds to develop community-based job training programs in locally identified, high-demand occupations partnering with area businesses and local workforce boards.
- Increase partnerships: with post-secondary entities, and support the State taskforce that will analyze Arizona’s science and technology talent pool and increase science and engineering post-secondary enrollments; and continue to increase business and workforce partnerships with community and technical colleges.
- * Regular reporting by community colleges representatives to the LWIBs on their efforts to link vocational training and education programs with business and workforce entities.
- Fund more programs that link low-wage workers to career-pathway jobs that provide opportunities for advancement.
 - Support the continuation of the Flagstaff Job Opportunity and Basic Skills (JOBS) data base that allows underemployed professionals to post their resumes for local employers consideration
 - Support the development of a local Workforce Survey that will seek answers to local workforce issues and concerns. Align with local

professionals to incorporate direction received from answers into operations.

- Convene a Workforce 2020 Summit to examine local workforce issues and develop solutions and locally derived strategies to promote economic vitality now and into the future

Governors Priority of Business as the Primary Customer of the local One-Stop system is significant. A key strategy in this policy is to continue to develop and enhance the standards and processes for how business services are to be delivered statewide through the One-Stop system and the outcome measures to assessing performance. The framework for standards will be based on business needs and their operating protocols. The Governor also intends to examine her options in developing additional performance measures that will measure business services and business participation in the One-Stop system.

Locally, the Coconino One-Stop system was initially certified by the State, but no such process currently exists from the State. When the new criteria is developed, the Coconino system will work to incorporate standards into their operations as feasible, and seek State funds when appropriate. The Career Center secured a Employer Services grant from the State and with the Rapid Response team, developed a myriad of services, and outreach programs, designed to gather input from employers as to their needs, and enhance the capacity of system partners to meet the demands of employers. Since government is the largest employer in the County, the local emphasis is on providing services to Employers, of which Business is a valued partner.

US DOL Strategic Direction: *System Reform - Integration:*

The Governor has cited in the Statewide Plan that the “development of a functionally integrated comprehensive One-Stop delivery system is a fundamental principle in developing Arizona’s workforce investment system. To accomplish this, Arizona has adopted an employment readiness model that recognizes that One-Stop programs and services need to be organized sequentially according to customer’s levels of employment readiness as defined by the skill requirements of business with the goal of offering a continuum of service until the individual is career ready and in a self-sustaining job. This model recognizes that customers enter a One-Stop system at varying degrees of readiness for employment and, therefore, require different programs and services based on their individual needs if they are to meet the needs of business. Further, the employment readiness model recognizes that job seekers should be referred to job openings only when they possess the occupational and work readiness skills that match specific employer needs. This requires that the fullest extent of programs and services are made available through the local One-Stop system.”

The Coconino County LWIB shares the Governors’ priority and vision and supports a local strategy to realize this ideal on a local level. To do so, the following strategies for achieving an integrated, comprehensive One-Stop system will be adopted from the State Plan:

- A vision of service delivery that is shared by all partners, reflected in all levels of One-Stop management and program services, and provides adequate resources to achieve this vision.
- A functional approach to managing and providing services, rather than services provided based on agency or funding stream. This is reflected not only in service delivery, but also in the formal management structure of the One-Stop.
- Staff who are knowledgeable about all services and processes, regardless of which agency or funding stream, and are well prepared to serve varying customer populations.
- Merged customer flow processes including merged common functions, such as assessment, orientation, case management, job development and employer outreach.
- Integrated policies, procedures, and protocols that outline how common services such as orientation and assessment will be delivered to all customers utilizing all partners.
- Coordinated customer data collection and sharing of data between partners so that customers never provide information twice and staff are able to effectively and quickly serve the customer.
- Staff and the facility presented as a common unit.
- Shared performance standards and systems of accountability.

The One-Stop system in Coconino County pre-dates the system institutionalized under WIA. There is strong local support for the concept of a One-Stop as an aid to providing excellent customer services to both job seekers and employers, and to the vision of seamless service. The One-Stop partners group includes mandated and non-mandated partners, and meets periodically to exchange information, cross train, and work out system barriers that are possible to address at a local level.

However, until state and federal barriers, fiscal policies and separate funding stream issues that prevent collaboration at a local level are resolved, true integration will never be realized. Even this Plan is a good example of a lopsided configuration. This Plan only asks for budgets and performance from the WIA Title I Program. The Governor's Workforce Policy Council tends to primarily invest only the WIA Title I set aside grant, instead of drawing resources from all One-Stop partners. The vision of integration in a seamless One-Stop system is a costly one, and one that requires that the resources of all partners to be integrated for success.

US DOL Strategic Direction: Performance and Accountability

The Governor's Statewide Strategic Plan states that "Performance and accountability and implementation of common performance measures are a central element of the current reform efforts. As noted above the state is examining the option of developing additional performance outcomes that will be designed to measure business participation in the One-Stop system. In addition, the State intends to hold all One-Stop Partners jointly accountable for meeting and exceeding the performance outcomes. This responsibility will be more clearly defined in the MOUs. Local WIBs will have the option of establishing additional standards over and above the common performance measures."

The LWIB has always recognized that true accountability is derived from commitment of resources and staffing from all partners, including the Business members of the LWIB. The LWIB has noted that only evaluating the 17 Performance Standards of the WIA Title I program presents a limited picture. In addition, the WIA Title I Performance Standards are confusing, untimely and therefore a poor management tool, and disconnected from standard business measures of success. To foster education and accountability among Board member, each LWIB meeting contains a snap shot from a member which addresses their performance, budgets, mission and achievements. The LWIB supports a Statewide waiver to drop the single focus on just the WIA Title I performance Standards, and replacement with the Common Measures as a method of examining results from partners with common terms and outcomes. Performance outcomes that measure true results in a timely manner are an effective management tool. In order for the LWIB to provide direction and guidance to the One-Stop partners in the Coconino system, good data would be a valuable tool. It has also been recognized by the LWIB that only using local Unemployment Insurance data to report the achievement of the Performance Measures of Employment, earnings increase and employment retention does not present an accurate picture of success for Coconino County. Job Seekers placed in the military or out of state, self employment, federal and tribal government employment are not covered by the UI fund records. Allowing local areas to collect supplemental data to demonstrate results would add to the value of the Performance Measures.

US DOL Strategic Direction: Serving Youth

The Governor's priority for youth is reflected in the statewide Plan through the idea that "To ensure that Arizona youth are fully prepared, fully engaged and ready to succeed, Arizona must align its education, workforce and economic development philosophies to serve and prepare all youth, including those labeled as the neediest and most at-risk." She has further set direction by suggesting strategies that will be adopted for implementation in Coconino County. Many of her strategies represent a continuation of methods that have already proved to be successful in Coconino County.

- Continue to partner and collaborate with organizations that serve these youth in local areas.
- Continue to identify existing programs that serve these youth to better leverage time, funding and other resources between programs.

- Convene members of the Local Youth Workforce Council and LWIB to strategize on how to serve the neediest youth, and to discuss barriers and solutions to serving the neediest youth. The proactive approach to working with youth is the model for services in Coconino County as the most cost effective, and humane, approach.

In Coconino County, a particular focus has always been placed on proactively preventing youth from dropping out of school, and when not meeting that goal, to work with youth to return to education. This supports the Governor's strategy of stated in the Statewide Plan: "As a state, Arizona needs to work collectively to develop strategies to recover these youth academically and re-engage them in the workplace."

For almost a decade, the Career Center has operated an Independent Learning Center that serves as an alternative education site for at risk youth or drop outs to finish their high school diploma in a one on one, online, individualized instructional setting. This award winning program supports the Governor's strategy of fostering "alternative educational programs that provide traditional academic, industry-based and online curriculums which offer greater opportunity to re-engage youth in a manner that best fits with their own needs often at their own pace."

Several of the key Strategies for youth highlighted in the Governors Plan are already adopted in Coconino County:

- State-of-the-art technology to provide alternative means of providing educational opportunities for students at all levels and ages.
- Engage youth in career exploration and education activities in middle school and high school.
- Increase student retention rates generally and ensure follow up and opportunity to achieve a high-school equivalency for students that do not complete high school.
- Create school to work internship programs and mentoring that provide on-the-job training for high school students in high-demand occupations to ensure workforce readiness as identified by local employers.
- Emphasize career development "pathways" that help students advance to higher-wage careers and growth opportunities throughout the educational process.
- Continue to promote and establish intern and mentor programs with the private sector in high-demand, high-skilled occupations to provide needed practical experience.
- Youth involvement within their education and career development that will better engage youth and further connectivity to their communities.

- Continue established relationships between high school counselors and local programs to refer youth who are in need of additional skills training and employment.
- Continue to leverage and seek other state, local, private and federal funds for programs that may benefit the neediest youth.

US DOL Strategic Direction: Effectively Utilize Faith Based Community Organizations

Governor Janet Napolitano's priority and strategy to support Faith Based and Community Initiatives is mentioned in the State Plan where she addresses the creation of a Governor's Office on Faith and Community Initiatives with this focus: to bring faith-based and community organizations (FBCOs) to the table as partners in providing social services across the State of Arizona." The State Plan suggests that an opportunity exists to partner with local faith based and community groups to "expand the menu offerings of the local One-Stop Centers." As mentioned in several other Sections of this local Plan, the Coconino One-Stop system has a history of partnering with non-mandated partners that includes community organizations. Working with local groups that desire to serve as access points to the One-Stop system or expand offerings to workforce efforts adds to the power of the local network of resources

One of the Governors' strategies to promote faith based and community initiatives is to "provide training and technical assistance to local LWIBs and One-Stop Partners and staff on how to effectively partner with the faith-based community on workforce development efforts. Members of the Coconino system have already participated in Statewide training regarding this initiative and welcome the opportunity for additional training and support from the Governor's office.'

Another strategy of the Governors is to develop access points to the One-Stop Career Center system through faith-based community organizations locations. Her strategy involves training local Faith Based and Community organizations on how they can partner with the local system. Coconino County LWIB welcomes any assistance, equipment, training and funding that Governor's office can render to build new partnerships and access points for the Coconino system.

US DOL Strategic Direction: Labor Market Information (LMI) Systems

The Governor's statewide workforce system includes several strategic goals for the labor market information system which are supported by the Coconino County LWIB as vital to successful planning based upon accurate and timely labor market information. These strategies include:

- Enhancing existing and developing new training programs and service delivery systems to better meet industry's short, intermediate and long-term workforce and planning needs.

- Forecasting labor market demand by industry clusters and foundations at the state, regional and local levels.
- Streamlining access to and administration of workforce development programs.
- Providing a self-sustaining system of governance, management, and oversight for Arizona's workforce development system.

The Governor's Council on Workforce Policy has indicated some important considerations for a well functioning Labor Market Information system which would promote success at a local level:

- Aiding workforce and economic development practitioners and other local community leaders and planners in understanding the sources and uses of local labor market data.
- LMI customers have access to accurate, detailed and timely data from the State
- Populate the LMI system with timely and accurate data;
- Provide an overview and understanding of sources and data for workforce and economic development activities;
- Assess the extent to which the LMI system currently meets the needs of workforce and economic development practitioners, local elected officials, educators and other community leaders;
- Provide these user groups with information, training, and newly developed products useful in navigating and effectively utilizing the current LMI system.

The Coconino County LWIB has set aside time on their agenda for presentations from the DES DESRA, has included some of their products in the development of this Plan, and looks forward to continuing to work with DES to assure that local data does accurately reflect actual conditions in the labor market. The LWIB supports the Governor's goal of all of these initiatives: that all LWIAs will have timely information that is used effectively in making workforce-training decisions.

USDOL Strategic Direction: Increased use of Waivers

The Governor has directed the State to seek waivers to aid in the effectiveness of the workforce system. These waivers already in place are supported by the Coconino County LWIB. In addition to the waivers already secured by the State, the LWIB requests two additional waivers to facilitate excellence at the local level:

- Immediately move to using the Common Measures to evaluate results of the One-Stop partners
- Waive the requirement of competitive youth procurement

This local Plan has already addressed the value of Common Measures, and it is further recognized in the Governors Statewide Plan that evaluating partners with a level playing field is a strategy that will promote success. Eliminating the requirement for competitive youth procurement is also addressed in multiple sections of this Plan as a way to guarantee an integrated long term approach to working with at risk youth. The reason for this waiver was clearly stated on Page 65 of the Vermont Statewide Plan in support of continuing their waiver from this requirement; “the rationale for the waiver centers on Vermont’s rural nature and the fact that there are not enough service providers to make competitive bidding for most youth services cost efficient.”

C. Strategies current or planned to identify/target high growth industries (e.g. consider new/emerging industries and those with significant impact)

Coconino County workforce and economic development leaders have focused many resources over the past several years to identify and target industries and occupations within the area that are high growth, high demand, and vital to the area's economy. As **recognized in GFEC’s Strategic Plan** the changing U.S. and global economic environment is shifting the competitive landscape at a local level. The Governor’s vision is to focus more of its workforce on training and pathways to jobs that support the knowledge-based economy is supported in Coconino County.

In order to identify high growth industries and new and emerging opportunities, the LWIB will focus development efforts in three targeted areas: Sustainable systems, Biosciences, and Advanced Communications/Information Technology clusters. These sectors have been the focus of statewide planning efforts in conjunction with the Battelle Memorial Institute. Focus groups of community thought leaders were held to localize and customize these statewide planning efforts for the local area. Strategies to identifying specific markets to engage in direct recruiting, methods to develop competitive advance, and plans to affect policy change were developed for each of the target industries and will be implemented in a team approach that engages both the workforce and the economic development community.

Regionalism will be a key component in assuring the success of targeting high growth industries. The Coconino County Workforce Area works with the Economic Development District of Northern Arizona to develop mutual strategies and planning for targeted growth industries in a four county region. Identified focus areas to accomplish these goals include:

Workforce Readiness: to integrate workforce development efforts with Economic Development in the District.

Business Training: to focus business training to ensure students are prepared to be successful in growth industries.

Incumbent Worker Training: To support opportunities for skill enhancement to existing employees to ensure regional competitiveness.

Strategies include 0-5 year goals, and long term goals beyond 5 years and are included in the Comprehensive Economic Development Plan for the District.

Coconino County adopts the strategies developed by the Governor's team to support this initiative:

- Advancing individual opportunity through training and education, ensuring a well-trained, productive and flexible workforce that meets the needs of business to compete in a rapidly changing, global environment.
- Leveraging resources through partnerships with educational institutions, community organization, governments and private sector industry.
- The further development of a comprehensive and high performing workforce investment system including fully integrated local One-Stop Centers that become an informational centerpiece for business services and individual training and education opportunities.
- Encouraging regional approaches to economic and workforce development to build on common strengths and leverage resources more effectively.
- Targeting funds to industry specific initiatives to meet these goals.

D. Strategies to promote/develop strategic partnerships to identify/develop solutions to challenges of targeted industries.

The Governor's Statewide Plan shares that "Education remains the single most important vehicle through which to create economic opportunity. An excellent educational system benefits both individuals and companies – individuals by giving them skills needed for their career, and companies by giving them the skilled workforce needed to be competitive. It is no secret that a well-educated workforce attracts new companies and new investment. This investment and growth, moreover, encourages the local workforce to remain in the state because of enhanced employment opportunities." The LWIB supports education as a key factor in the success of such a strategy, and education partners are always at the table.

The LWIB will work with community partners to identify and develop solutions to challenges facing targeted industries. Partners will include a broad array of professionals from the workforce, economic development, business and education communities and include the following: Cities, Coconino County, Economic Development organizations, the GFEC, Chambers of Commerce, the Career Center, government workforce agencies, NAU, the Community College, and Tribal nations. Only such a broad approach can address the issues to be resolved to compete for new and emerging industries. Issues to be addressed have been identified as follows: air service, telecommunications infrastructure, healthy forests and stewardship, sustainable industry development,

workforce development, available incentives, and available land for development and workforce housing.

E. Strategies to ensure sufficient resources for training people in high growth and demand industries

The LWIB will actively engage local training service providers and key employers within high growth/high demand industries to assess critical training needs, identify existing resources, and, when necessary, help obtain additional resources. Specific strategies include:

- Assist the Coconino Community College Dean of Extended Learning in convening quarterly “Employers Roundtables,” where the Chief Executive Officer’s and/or human resources directors of the targeted industries (i.e., W.L. Gore & Associates, Machine Solutions, Inc., Nestle Purina, SCA Tissue, Northern Arizona Healthcare, etc.) can identify common and unique training needs. Training solutions that address common training needs and leverage shared resources will be prioritized.
- Identify additional training resources (e.g., Community Based Job Training grants, Kellogg Foundation grants) where the LWIB can serve as a catalyst and key partner in fulfilling the grantors’ expectations.
- Provide semiannual reports to key stakeholders (i.e., County Board of Supervisors, City Councils, school district and community college Governing Boards) regarding the progress and current challenges of local/regional training initiatives.
- Support the GFEC’s Northern Arizona Workforce Assessment efforts, and, according to the identified needs, assist in obtaining resources within the LWIB’s scope of responsibility.

F. How will local workforce initiatives support small businesses

The LWIB will continue to work closely with the Coconino Community College Small Business Development Center (SBDC), local Chambers of Commerce, local economic development councils, NAU, local banks, and other service providers to ensure that the workforce development needs of the County’s small businesses are adequately addressed. The LWIB will help promote specific training programs and activities for small businesses provided by these organizations. LWIB members will serve in key roles within the organizations’ advisory councils and related sub-committees (e.g., GFEC Business Retention & Expansion Committee, Flagstaff Chamber Education Committee, SBDC Advisory Council). When possible, the LWIB will co-host special events (i.e., career fairs, business outreach activities) that address small business workforce needs.

G. What strategies will be used to promote collaboration between the local workforce system, apprenticeships and youth entities

As described in Sections V and VI of this Plan, the County has a history of collaboration between the local workforce system and youth that has produced successful results for youth, and especially at risk youth that are targeted in WIA programs.

The Coconino County Local Youth Workforce Council has convened 3 Youth Organization Summits to identify solutions for youth success, determine how to overcome programmatic barriers, and develop strategies to work more effectively together. The Coconino LWIB Local Youth Workforce Council has a Speakers Bureau, and has assembled a “Fast Facts” research sheet on youth employment that can be used in grant applications and local visioning. The Local Youth Workforce Council has identified these strategies to continue to promote collaboration:

- Meet quarterly to discuss strategies, status and implementation that promote collaboration between the local workforce system, apprenticeship programs and youth entities, and other interested partners in the communities.
- Sponsor and facilitate an Annual Teen Job Fair that brings these partners together, along with employers, to support youth entry into training or employment.

IV INTEGRATION OF ONE-STOP SERVICE DELIVERY

A. Policies/procedures to ensure quality of service delivery

Coconino County has a One-Stop system which has been in operation since September 1996, and pre-dates the institutionalization of the One-Stop concept by the LWIA. This current system was built upon the older model and modified and expanded in order to meet the partner and service requirements of WIA and other partner program mandates. The current One-Stop system emphasizes integrating programs, streamlining procedures, reducing duplication, coordinating activities, and providing high quality customer services. These objectives will continue to evolve as new partners, products or target groups are added. Services at the current One-Stop Centers are provided in a three-tiered format that will be modified and expanded in order to accommodate the core, intensive and training services required under the Act. Level one services are primarily those accessed through self-service, level two involves staff assisted and mediated and/or group, and level three are more intensive involving one-on-one interactions with customers.

Level one services which are all available to the general public include: applicant self-registration, job search and referral, access to a resource room offering computers with Internet, resume and career exploration software, typewriters, fax and copy machines, scanners, telephones, audio visuals and publications. All are used to facilitate self-directed job search activities. Employers may also utilize level one service by directly entering their job orders and reviewing resumes posted on the Internet. They may also initiate their own file search through America's Talent Bank and utilize One-Stop resource rooms for other employment-related activities. It is planned that all core services required under the WIA will be available through level one self-service.

Level two services include: group orientations, job search and other employment related workshops, testing, instruction and assistance with resume development, application preparation, cover letter writing and assistance with registering and accessing employment, labor market information, career information, and supportive services. Employers also may request staff assistance with entering job orders, pre-screening of applicants and obtaining information on employer incentive programs. Job fairs, assistance with mass recruitment, provision of labor market information, and employer related seminars are also provided to employers. Core and some intensive services under WIA will be available through mediated level two assistance.

Level three services are primarily directed toward those customers who have been unable to secure employment through levels one or two. This method is mandated by the federal approach of serving the most clients with level one and two interventions and reserving training dollars for those unable to secure employment with their current skill sets. One-on-one meetings between staff and customers identify barriers and the need for other supportive and employment services. An employability plan may be developed for counseling, testing, and/or assessment purposes. Program eligibility determinations or other intensive services may be provided based upon the information gathered during the initial interview. One-Stop staff also visits employers on an individual basis to provide information and determine specific services that could be provided. Employers are also

invited to visit the One-Stop Centers for individual tours. Other intensive services required under the WIA will also be available through level three one-on-one interaction.

In the Coconino County Workforce Investment Area, there is currently one comprehensive One-Stop Center. A comprehensive center is where level one, two and three services are available and where all of the core services and most intensive services also will be available to the general public. All mandatory partner programs are represented or have a presence. The comprehensive center is located at the Department Economic Security/Employment Security Administration office at 397 Malpais Lane Suite 9 Flagstaff. In the comprehensive center staff primarily funded through LWIA Wagner-Peyser Title, will be available to provide all three levels of service to the general public including core and some intensive services.

In addition to the comprehensive center, there is also two satellite centers located at the DES/EA office at 337 Navajo, in Page and Goodwill Industries at 2225 N. Steves blvd. in Flagstaff. A satellite center is where there is limited staff to assist the general public with core services. All mandatory partners may not be represented and referrals are made to intensive and training services. There is also an electronic One-Stop located at the Williams Public Library at 113 First St. Williams. This location is where self-services are available through the Virtual One-Stop system (Internet based delivery system) and other specialized services may be available. In Coconino County additional electronic sites are planned to be added to the One-Stop system to offer convenient access to resource rooms and to level one service throughout the county. All comprehensive and affiliate centers have a resource room available for the general public.

Core services which are required under the WIA and which will be available at the comprehensive center include but are not limited to:

- An initial determination of eligibility of individuals to receive WIA Title I service. This will be done through the provision of core services and verification that those services were unsuccessful and through appropriate technology connectivity with Title I providers,
- Outreach, intake and orientation to information and services available at the comprehensive center,
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs,
- Job search and placement assistance, and, where appropriate, career counseling,
- Provision of employment statistics information, including the provision of accurate information leading to local, regional, and national labor market areas,

- Provision of performance and program cost information on eligible providers of training services, youth activities, adult education, post secondary vocational education and vocational rehabilitation program activities,
- Provision of information on how the local areas are performing on locally defined performance measures,
- Provision of accurate information relating to the availability of supportive services, including childcare and transportation,
- Provision of information regarding filing claims for unemployment compensation,

Intensive services are provided at the comprehensive center to customers who are unsuccessful in their work search, based upon receipt of core services. Intensive services may include:

- identification of obstacles and barriers to employment, assessments, counseling, testing, workshops, assistance with career planning, assistance in preparing individual employment plans, and short term pre-vocational services.
- Also, at the Flagstaff center intensive and training services for dislocated workers will be available due to co-location of Title I staff.
- Intensive services for dislocated workers may include relocation assistance, worker profiling, and gas vouchers.
- At the comprehensive center core, intensive, and training services will be available due to co-location of WIA Wagner-Peyser and WIA Title IB staff.
- At the comprehensive center core and intensive services, as appropriate, will be available to the general public including migrant and seasonal farm workers, unemployment insurance claimants, individuals with disabilities, and veterans and as required under WIA, whenever possible, veterans will be provided priority of service.
- In addition to providing core, intensive and training services at all One-Stop comprehensive and affiliate locations, information on all required One-Stop partner programs and services will also be available as well as documented referral procedures to and from each partner's program.

At the Flagstaff one-stop comprehensive center program staff available will include WIA Title IB programs for adult, youth and the dislocated workers, Wagner-Peyser, unemployment insurance, local veteran employment, Trade Adjustment Assistance, Vocational Rehabilitation, Manpower, Navigator, and Educational Opportunities.

In addition to providing services in a three-tiered format to ensure quality of services, the following will be addressed:

- Professional cross-trained staff to deliver quality customer service.
- Customer satisfaction surveys will be used for job seekers and employers.
- Customers will have universal access and availability to services through VOS.
- A continuous improvement plan will be developed and monitored.
- Board approved quarterly reports will be provided to the LWIB on One-Stop operational results.
- Focus will continue on on-going training and how to navigate the disabled through the One-Stop system.
- An internal environment that stresses teamwork, customer services, and maintains staff motivation and morale will be strived for.
- Continue to consolidate and integrate programs and service delivery.
- Continuous improvement processes will be in place with an emphasis on program effectiveness and accountability.
- Utilize shared common performance measures to evaluate our programs.
- Promote and provide success stories emphasizing unity with partner services.

B. Policies and procedures to support maximum integration for business/individual customers

- The local business-lead “board of directors”, called the LWIB oversees the local workforce investment system. The LWIB in Coconino County reports to the County Board of Supervisors
- Employer services include employer informational seminars and workshops provided quarterly or by request.
- Business and One-Stop program partners host Career and Job Fairs.
- Rapid Response Teams are in place to address business closure and layoffs.
- Resource rooms are available for employers and job seekers

- Temporary help businesses that provide employment opportunities are available on site.
 - One-Stop committees made up of program partners of the One-Stop meet every other month to address One-Stop issues and share program information.
- C. Actions taken to promote identifying infrastructure costs, contributions from mandated and non-mandated partners, and local strategies to support One-Stop operations

The One-Stop operator in Coconino County is a consortium of agencies: DES and the Coconino County Career Center. The One-Stop-Operator team, in conjunction with the LWIB and Local Elected Officials (LEO), will be responsible for overseeing activities at comprehensive, affiliate, and electronic access One-Stop centers. They will also promote coordination among all the One-Stop partners in compiling and reporting requested pertinent One-Stop data, and with developing continuous cross training and team building activities among all partners as needed or requested.

- Memorandum of Understandings (MOU) and Resource Sharing Agreements are in place between mandated partners as required by WIA legislation. In addition, financial and non-financial agreements are in place for mandated and non-mandated partners housed in the comprehensive One-Stop centers.
- Space is available and offered for partner services in the One-Stop centers on both an itinerate or full time basis.
- Partner funds are being sought to support the LWIB. Pending WIA legislation may also address issues related to infrastructure costs. In addition, the Governor is in a position to develop a method by which State agencies, and other partners, contribute to an infrastructure pool to enhance One-Stop services.

D. Policies to ensure universal access and consistency of services

- The LWIB is responsible for oversight of all One-Stop centers in Coconino County.
- VOS is the primary system by WIA Title IB and Wagner Peyser, and all other partners as a secondary system.
- There is continuous update and improvements of all program partners' resource materials.
- Marketing materials are LWIB approved and include all partner programs.
- Americans with Disability Act compliant accommodations and programs to serve the disabled are available at the comprehensive One-Stop.

- Training and education program improvements are designed to create a single, customer focused system.
- A functional approach to integrate and provide services is on going.
- Customer choice, designed to address the needs of our customers is the focus of program design.
- Business services are being designed, and integrated from partner programs, to address this important customer group

E. Identify barriers or issues that need to be overcome for successful integration

- Increase co-location of programs and businesses.
- Encourage stronger partnerships built with trust and the ability to contribute to the cost of the One-Stop system.
- Fair and equitable cost sharing by all partners.
- Updated computers and software for the resource rooms and staff.
- Consistent and uniformed evaluation and certification of One-Stop locations.
- Better communication and buy-in of all partners' public and private.
- Utilization with common performance standards with tracking and accountability from all program partners.
- Common intake and integrated policies and procedures that outline how common services will be delivered to all customers, utilizing all partners would enhance operations.
- All partners and managers sharing a common service delivery vision that is reflected in all levels of One-Stop service.

V INTEGRATION OF ONE-STOP SERVICE DELIVERY

A. Local Board

- 1) Identify LWIB members, sector represented, and contact information (contact LWIB members in care of the Coconino County Career Center)

Coconino County Workforce Investment Board Membership Roster

Name Of Board Member	Title/Position	Constituent Group
Christine Mayer WIB Chair	Managing Partner C. Mayer & Assoc. Marking Inc.	Business
Dr. Wendy Campione	Associate Professor of Economics Northern AZ University	Education
Deidre Crawley	Project Director Youth In Action/Americorps	One-Stop Partner Youth Programs
M. Carol Curtis ☼ Dual Representation	Director Coconino Career Center	One-Stop Partner *WIA – Title I – Adult Youth, Dislocated Worker CDBG
Victor Daniels	Qwest No. AZ Community Affairs Manager	Business
Donna Eastman	President/CEO Williams/Grand Canyon Chamber of Commerce	Business
Coral Jean Evans	Executive Director Sunnyside Neighborhood Assoc. of Flagstaff	Community Based Organization
Jennifer Graves	Greater Flagstaff Economic Council Director of Business Development	Business Private Sector – Economic Development
David Hirsch	President Goodwill Industries of No. Arizona	Business
Michael Lainoff Dual Representation	Dean of Continuing Education & Director of Small Business Dev. Center Coconino Community College	Economic Development Agency Public Entity, Adult Ed.

Joan Larimore	Williams/Grand Canyon Chamber of Commerce	Business Youth Programs
Danny Lawler	No. AZ Carpenters Joint Apprenticeship & Training Committee	Labor
Mark Niemann	Human Resources Manger Nestle Purina	Business
Julie Pastrick	CEO Flagstaff Chamber of Commerce	Business
Jamescita Peshlakai	Native Americans for Community Action WIA Director	One-Stop Partner Native American Programs
Jose Rodriguez ☼ Dual Representation	Office Manager Dept. of Economic Security/Job Service	One-Stop Partner Migrant and seasonal Farmworker Programs Veterans' Workforce Program Veterans' Employment
Catherine Romeo	Consultant	Business
Tim Sanderson	State of Arizona Department of Economic Security Rehabilitation Services Unit Supervisor	One-Stop Partner Rehabilitation Services Rehabilitation Services
Steven Saville	Consultant	Business
William Schmidt	Administrator Hozhoni	Business
Libby Silva	Consultant President La Cocina Real, LLC	Business

2) Identify date and length of appointment

Workforce Investment Board
Appointment Date & Tenure of Service

Name	Appointment Date	Tenure of Service
Christine Mayer	7/99	6 yrs
Dr. Wendy Campione	1/04	1 ½ yrs
Deidre Crawley	10/02	3 yrs
M. Carol Curtis	7/99	6 yrs
Victor Daniels	11/04	1 yr
Donna Eastman	8/05	1 mo
Coral Jean Evans	7/99	6 yrs
Jennifer Graves	11/04	1 yr
David Hirsch	11/04	1 yr
Michael Lainoff	7/99	6 yrs
Joan Larimore	11/03	1 ½ yrs
Danny Lawler	11/00	5 yrs
Mark Niemann	2/05	6 mo
Julie Pastrick	5/05	3 mo
Jamescita Peshlakai	8/05	1 mo
Jose Rodriguez	11/02	3 yrs
Catherine Romeo	7/02	3 yrs
Tim Sanderson	7/99	6 yrs
Steven Saville	7/99	6 yrs
William Schmidt	7/99	6 yrs
Libby Silva	7/99	6 yrs

3) Annual meeting calendar (minimum 4 per year or quarterly)

Workforce Investment Board
2005 Meeting Schedule

Thursday, February 17, 2005
Thursday, June 2, 2005
Wednesday, August 31, 2005
Thursday, November 17, 2005

B. Youth Council (Contact in the care of Coconino County Career Center.)

**Coconino Workforce Investment Council
Youth Council Appointees**

Name	Address & Phone	Sector
Deidre Crawley Co-Chair	Project Director	NAU Americorps National & Community Svcs. Act of 1990
Revolving Seat	Alternative School Student Independent Learning Center	
Natalie Collins	Coconino County Career Center	WIA – Title 1 - Youth
M. Carol Curtis	Director Coconino Career Center	LWIB One-Stop Partner *WIA – Title I – Adult Youth, Dislocated Worker
Terri Beeson-Davis	NAU – Educational Talent Search Outreach	Education
Tina Hansleben	Coconino County Health Dept.	Community Based Organization - Youth
Joanna Harper	DES, Job Service	One-Stop Partner
John Irish Co-Chair	Senior, Youth and Volunteer Coordinator Coconino National Forest/USDA - Forest	One-Stop Partner LWIB
Cheri Kiefer	Coconino County Treasurer	Community Based Organizations – Youth Parents of At Risk Youth
Joan Larimore	Volunteer Williams Chamber of Commerce	Business
Jan Norquest	University of Arizona 4H & Extension Programs	Community Based Organizations - Youth

Beth Packard Britton	Williams Alliance Against Drug Abuse	Community Based Organization - Youth
Supervisor Matt Ryan	Coconino County Board of Supervisors	LEO
Libby Silva	President La Cocina Real LLC	LWIB Business
Revolving Seat	Alternative Center	
Revolving Seat	High School	Education

C. Identify criteria the LEOs use to appoint local board and Local Youth Workforce Council members

A membership application is completed along with letters of recommendation by other organizations as requested by the Act or the Governor. Dual representation of members was sought as a means to reduce the size of the LWIB and increase operational effectiveness.

D. Describe the local strategic planning process and how it ensures Plan is consistent with the State's goals/direction

Coconino County sent a ten-person team to the April 2005 Workforce Board training session conducted in Sedona, AZ. This team included Career Center workforce staff, and members of the County LWIB. This ten-member team is the group responsible for developing and writing the local Plan. In addition to writing this Plan, this group will assist in gathering public input and incorporating additional ideas of merit into the final document.

Specific steps taken to include input include the following:

- 1) March & April 2005 – Director participates in the development of the Statewide Strategic Plan and serves to assure that the State's goals and direction are considered in the development of the local document.
- 2) April, 2005 – A County team attends the LWIB training to gain knowledge of how to create the Local Plan.
- 3) August 2005 – The LWIB considers the development of the Plan at their meeting and assigns a core team to develop the Plan for their review. Team members include representatives from business, major employers, education, economic development, Local Youth Workforce Council, public workforce programs, and community based organizations.

- 4) September 2005 – The Career Center received notice from DES that the WIA Title I Performance Standards have been accepted and should be included in the WIA section.
- 5) September 2005 – The Career Center disseminates the Statewide Plan, the local Plan, outline and the current local Plan to members of the Plan development team. Any input that was completed was emailed to the Career Center for editing and inclusion.
- 6) September 2005 – The Career Center Director meets with the Deputy County Manager to confirm support for the direction of the Plan and receive input for inclusion.
- 7) September 30, 2005 – the completed Plan is posted on the Career Center web page and all LWIB members are invited to review the Plan and offer comments or subsequent input on draft documents.
- 8) October 7, 2005 –Draft Plan submitted to the State DES/WIA Section.
- 9) October 2005 – The Plan is made available for public review and comment at the Career Center web page, and One-Stop locations in Coconino County, and the Board of Supervisors office.
- 10) October 21, 2005 – Comments on the Plan received back from the State DES/WIA section consideration of inclusion into the Plan.
- 11) October 24, 2005 – The LWIB Executive Committee meets to approve any revisions of the Plan and submit to the County Board of Supervisors.
- 12) November 1, 2005 – The County Board of Supervisors consider approval of the Final Plan on their meeting agenda. The meeting is conducted in public and attended by members of the Strategic Planning Team.
- 13) November 11, 2005 – The Final Plan was sent to the Governor’s Workforce Policy Council and State staff for approval.
- 14) November 17, 2005 – The full LWIB approves the Final Plan at their regularly scheduled business meeting.

E. Provider Selection Policies

- 1) Policies/Procedures to determine providers of WIA services

Adult and Dislocated Worker services are provided through an Agreement between Coconino County Workforce Investment Area and Coconino County. Youth services are provided through a competitive process. Since no groups have bid on providing youth services, Coconino County provides the youth services.

The Coconino County Workforce Investment Board reviews the agreement every year.

Coconino County will follow the instructions in the State Procurement guidelines for securing the provision of youth services. In addition, the Coconino Youth Council has requested a waiver from competitive youth procurement.

2) Procedures for providers to appeal denials

A service provider has the right to appeal within thirty days from the date of denial notice is mailed. Once the appeal is received, the appeal process begins.

Any person wishing to appeal any decision made must follow the appeal process as established by the Coconino County Workforce Board.

Appeals may be made only for an alleged violation of the proposal review process, which resulted in discrimination or unfair consideration.

Appeals must be submitted in writing. When an appeal is made, the Appeals Committee can make the following recommendations.

- There was compliance with applicable procedural requirements.
- Any deviation from applicable requirements was not substantive and did not significantly affect the results. A recommendation of changes to be adopted for future RFP review process is in order.
- There was a deviation from applicable procedural requirements that may have materially affected the outcome. Committee may recommend review or other appropriate remedy. The recommendation may be made to the Coconino County Workforce Investment Board.

3) Competitive and non-competitive processes to award Title I grant/contracts

The Coconino County Workforce Investment Board will utilize the Request for Proposal Process to select eligible service providers for youth. The process will be open and competitive utilizing approved procurement procedures.

4) Identify the provider(s) of youth services, the process and criteria used in awarding of contracts (including the length of contracts)

The Coconino County Workforce Investment Area will secure youth service providers thorough a competitive bidding process in accordance with applicable laws and regulations. A Request for Proposals process will be used to identify eligible providers of youth activities. Selection will be based on agency experience, cost effectiveness, placement record, and the ability to provide quality services in accordance with all applicable rules and regulation.

Criteria to be used in awarding youth providers will include:

- Ability to measure and attain youth-related core performance levels.
- Participant and employer (customer) satisfaction levels.
- Process for conducting skills and needs assessments and performance goals and objectives for each youth participant.
- Coordination with local secondary and post-secondary institutions.
- Prior experience working with disadvantaged, special populations, and in operating education training and employment programs.
- Leveraging funds with other funding sources.
- Fiscal accountability.
- Program design that included the following components: (1) an objective assessment for each participant; (2) individual service strategies (ISS); (3) services that prepare youth for post-secondary education opportunities, link academic and occupational learning, prepare youth for employment, and provide connections to intermediary organization linking to the job market and employers.

Once the proposal process is complete the committee will make recommendations to the Board. The Local Board will recommend funding for the eligible service providers. The Board shall have the option to extend the awarded contract for up to one twelve month period, provided that any modification or extension shall be by formal written amendment executed by the Board. In no event shall the awarded contract be interpreted to be subjected to automatic renewal.

F. Oversight/Monitoring Process (describe local process)

Monitoring and oversight shall be conducted semi-annually to ensure compliance with all applicable laws and regulations. Monitoring reviews shall consist of fiscal and programmatic operations. The Coconino County LWIB will evaluate the providers of service by reviewing appropriate quarterly performance data for each specific program.

Technical assistance will be available to those providers not achieving performance goals. Corrective action plan will be negotiated between the applicable provider and the LWIB.

G. Grievance Procedures

Coconino Local Workforce Investment Area Workforce Investment Act GRIEVANCE PROCEDURES

The Workforce Investment Act (WIA) provides that participants, employees, subgrantees, subcontractors, and other interested parties may file a complaint if they believe that they have been discriminated against, or that the Act, regulations, grant, and/or other agreements under the Act have been violated. Should an individual or organization wish to file a complaint, the following procedures shall be followed.

- A. Complaints alleging discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in Workforce Investment Act, may be filed with any of the entities listed below. Such complaints must be filed in writing within 180 days of the alleged violation, unless the Director of Directorate of Civil Rights grants an extension.

Coconino Career Center
Ms. Carol Curtis
110 E. Cherry Avenue
Flagstaff, AZ 86001
(928) 522-7900

Arizona Dept. Economic Security
Office of Equal Opportunity
WIA Section
1789 W. Jefferson, Site Code 920Z
Phoenix, AZ 85007
(602) 542-2484
TDD (602) 271-9633

U. S. Department of Labor
Directorate of Civil Rights
200 Constitution Ave., NW
Room N-4123
Washington, D.C. 20010
(202) 219-7026

- B. Complaints, other than complaints of discrimination as described in Section A, which allege a VIOLATION OF THE ACT, REGULATIONS, GRANT, AND/OR OTHER AGREEMENTS UNDER THE ACT, shall be filed with the Coconino Local Workforce Investment Area. Non-criminal complaints must be filed within one year of the alleged violation. Complaints of criminal fraud, waste and abuse will be handled as specified in Subsection 627.500 (c) of the Workforce Investment Act Regulations.

Upon receipt of a complaint, an investigation will take place and informal resolution will be attempted where practical. If informal resolution is not achieved, the complainant will be given the opportunity to request a hearing before an impartial hearing officer. Such hearing shall be scheduled within thirty (30) days of the filing of the complaint.

Following the hearing, and within sixty (60) days of the filing of the complaint, all parties of interest will receive a copy of the final decision, which will include the reasons for the decision.

If the complainant does not receive a decision within sixty (60) days, or receive a decision, which is unsatisfactory, the complainant may request a review of the complaint by the Governor's Administrative Entity. Such request must be submitted in writing within ten (10) days of receipt of the final decision or of the expiration of the sixty (60) days period.

- C. All participants who are employees (i.e., OJT participants) and wish to file a complaint which relates to the terms and conditions of their employment and which does not fall in the categories covered by Sections A and B above, shall utilize the complaint procedures of the employer for whom they work. Employers shall inform participants of the procedures they are to follow.

The employer's systems shall provide for, upon request by the complainant, a review of the employer's decision by Coconino Local Workforce Investment Area and the Governor's Administrative Entity, if necessary. Such requests for review must be submitted in writing within ten (10) days of the employer's final decision.

Received and understood by:

Applicant Signature

Date

Parent/Guardian Signature

Date

Coconino Career Center Staff

Date

**EQUAL OPPORTUNITY EMPLOYER/PROGRAM
AUXILIARY AIDS AND SERVICES ARE AVAILABLE UPON
REQUEST TO INDIVIDUALS WITH DISABILITIES**

H. One-Stop Center Operations

- 1) Identify Comprehensive and Satellite Centers, including all services and partner programs available

Coconino County has a One-Stop system which has been in operation since September 1998, before the enactment of the WIA. The former system was modified and expanded in order to meet the expanded partners and services requirements of the LWIA. The current One-Stop system emphasizes integrating programs, streamlining procedures, reducing duplication, coordinating activities, and providing high quality customer services. These objectives continued with the implementation of the LWIA. Services at the current One-Stop Centers are provided in a three-tiered format that will be modified and expanded in order to accommodate the core, intensive and training services required under WIA. Level one services are primarily those accessed through self-service, level two involves staff assisted and mediated and/or group, and level three are more intensive involving one-on-one interactions with customers.

Level one services which are all available to the general public include: applicant self-registration, job search and referral, access to a resource room offering computers with Internet, resume and career exploration software, typewriters, fax and copy machines, scanners, telephones, audio visuals and publications.

Level two services include: group orientations, job search and other employment related workshops, testing, instruction and assistance with resume development, application preparation, cover letter writing and assistance with registering and accessing employment, labor market information, career information, and supportive services. Employers also may request staff assistance with entering job orders, pre-screening of applicants and obtaining information on employer incentive programs. Job fairs, assistance with mass recruitment, provision of labor market information, and employer related seminars are also provided to employers. Core and some intensive services under the Act will be available through mediated level two assistance.

Level three services are primarily directed toward those customers who have been unable to secure employment through levels one or two. One-on-one meetings between staff and customers identify barriers and the need for other supportive and employment services. An employability plan may be developed for counseling, testing, and/or assessment purposes. Program eligibility determinations or other intensive services may be provided based upon the information gathered during the initial interview. One-Stop staff also visits employers on an individual basis to provide information and determine specific services that could be provided. Employers are also invited to visit the One-Stop Centers for individual tours. Other intensive services required under the Act will also be available through level three one-on-one interaction.

In the Coconino County LWIA, there is one comprehensive One-Stop Center. A comprehensive center is where level one, two and three services are available and where all of the core services and most intensive services also will be available to the general public. The comprehensive center is located at the DES/ESA office at 397 Malpais Lane in Flagstaff and staff is available to provide all three levels of service to the general public including core and some intensive serves.

In addition to the comprehensive center, there is also a satellite center located at the DES ESA/Coconino Career Center offices in Page. located at the Navajo Nation Tribal building at 337 N. Navajo. A satellite center is one in which there are limited staff to assist the general public with core services but intensive and training services are available to targeted and eligible customers. One-Stop electronic locations include Goodwill Industries at 2225 N. Steves Blvd. in Flagstaff, the Flagstaff Chamber of Commerce for Business Services at 101 W. Route 66, and in Williams at the City Library. An electronic location is one where self-services are available through the One-Stop system and other specialized services may be available. These 3 sites offer the advantage of geographic accessibility and the ability to target special interest groups such as the disabled and business owners. It is planned to add a satellite site at the Weed and Seed Sunnyside One-Stop Career Center when a new MOU is negotiated. Currently, the operator of that site already attends all One-Stop partner meetings and is part of the referral system. Additional electronic sites to the Coconino County One-Stop system will offer convenient access to resource rooms and to level one service throughout the county. All comprehensive and satellite centers have a resource room available for the general public.

Core services which are required under WIA and which will be available at the comprehensive centers include:

- An initial determination of eligibility of individuals to receive Title I service. This will be done through the provision of core services and verification that those services were unsuccessful and through appropriate technology connectivity with Title I providers,
- Outreach, intake and orientation to information and services available at the comprehensive One-Stop center,
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs,
- Job search and placement assistance, and, where appropriate, career counseling,
- Provision of employment statistics information, including the provision of accurate information leading to local, regional, and national labor market areas,
- Provision of performance information and program cost information on eligible providers of training services, youth activities, adult education, post

secondary vocational education and vocational rehabilitation program activities,

- Provision of information on how the local areas are performing on locally define performance measures,
- Provision of accurate information relating to the availability of supportive services, including childcare and transportation,
- Provision of information regarding filing claims for unemployment compensation,
- Assistance in establishing eligibility for welfare-to-work activities and programs of financial aid for training and education that are not funded under the act,
- Follow up services for Title I participants who are placed in unsubsidized employment for not less than 12-months.

Intensive services are provided at the comprehensive center to customers who are unsuccessful in their work search, based upon receipt of core services. Intensive services may include:

- Identification of obstacles and barriers to employment, assessments, counseling, testing, workshops, assistance with career planning, assistance in preparing individual employment plans, and short term pre-vocational services.
- Also, at the Flagstaff Center intensive and training services for dislocated workers will be available due to co-location of Title I staff.
- Intensive services for dislocated workers may include relocation assistance, worker profiling, and gas vouchers.
- At the satellite center in Page core, intensive, and training services will be available due to co-location of Wagner-Peyser and Title I staff.
- In addition to providing core, intensive and training services at all One-Stop comprehensive and satellite locations, information on all required One-Stop partner programs and services will also be available as well as documented referral procedures to and from each partner's program.

At the Flagstaff one-stop comprehensive center program staff available will include the WIA Title I adult, youth and dislocated worker programs, Wagner-Peyser, unemployment insurance, local veteran employment, and migrant and seasonal farm worker. With the addition of the labor exchange module to Virtual One-Stop, the major programs in the Comprehensive Center can now direct service seekers to the on-line application process that serves both the Workforce Investment Act and the

Wagner-Peyser funded programs. The Career Center has developed a WIA Orientation PowerPoint which is available online at each computer station in the comprehensive One-Stop Center in Flagstaff, and in hard copy form at the satellite center in Page. This online orientation provides full time access for any job seeker to WIA eligibility and programs. In addition, the Career Center has developed an intergovernmental agreement with DES Job Service to acquire the full time use of a cubicle from which to deliver WIA eligibility services.

- 2) Describe selection process for One-Stop Operator either through a competitive process or agreement with consortium of at least 3 partner programs. When was selection made? For what time period?

The Coconino County One-Stop system with comprehensive, electronic and satellite offices was certified by the State in September of 1998. Since that time, the One-Stop operator in Coconino County was designated by the LWIB to be a consortium of the programs representing the initial six required partners who have staff in the One-Stop Centers. The process was not competitive and there is no time period limiting the authority of the Operators group to oversee operations. The One-Stop operator in Coconino County will continue to be this consortium representing the operators of the programs of WIA Wagner-Peyser, Unemployment Insurance, Veteran's employment and training, WIA Title I adult, WIA Title I youth, and WIA Title I Dislocated Workers. This consortium, in partnership with the local LWIB and the local elected officials oversee the One-Stop System in the Coconino County Workforce Investment Area. The One-Stop operator team, in conjunction with the local LWIB and local elected officials, will be responsible for overseeing activities at the comprehensive, satellite and electronic One-Stop Centers. This oversight includes assuring coordination among all the One-Stop partners, compiling and reporting requested pertinent One-Stop data to the local LWIB and elected officials, and coordinating cross training along with team building activities among all the partners as needed.

- 3) MOU's negotiation process with partners (attach copy of current MOU documents that support operations of the One-Stop). Include process to be used if negotiations fail with a partner

An initial MOU between all required One-Stop partners and LWIB was prepared in July 1, 2000 and updated in July 2003. The services each partner will provide at the One-Stop Centers are documented in the MOU as well as referral instructions. The required partners in Coconino County are:

- a) WIA Adult
- b) WIA Youth
- c) WIA Dislocated Worker
- d) WIA Native American Programs
- e) WIA Migrant and Seasonal Farm Workers
- f) Wagner-Peyser
- g) Unemployment Insurance
- h) Veterans Employment & Training

- i) Adult Education & Literacy
- j) Post-Secondary Vocational Education
- k) Vocational Rehabilitation
- l) Housing and Urban Development Employment Programs
- m) Trade Act Assistance

Process when MOU Negotiations Fail

Any required One-Stop partner who refuses to negotiate and sign a MOU as required by the WIA will be subject to removal from membership of the LWIB. The Governor's Council on Workforce Development Policy will also be notified to assist with resolution. The partner may also be denied participation in any incentive funds, which the WIA receives.

In the event of a conflict with a One-Stop partner, the following procedure will be employed:

The One-Stop operator will communicate by United States Postal Service (USPS) registered or certified letter to the One-Stop partner, with a copy to the Local LWIB Chair and the local chief elected official, that there is no consensus on an issue. The letter will contain a timeline for resolution of the issue. Recommended resolution will be within 30 days of issuance of letter.

Should there be no resolution within the specified timeline, within 15-days of the One-Stop operator will communicate by USPS registered or certified letter, that negotiations have failed with a copy to the Local LWIB Chair, the local chief elected official and the Governor's Council on Workforce Development Policy and the Governor to ask for assistance to achieve resolution.

Although they are a welcome resource and are invited to the regular local One Stop Committee Partners meeting, the Job Corps is not listed as a mandatory One-Stop partner as they have no physical presence in Coconino County. This exclusion was approved by the State. In addition, the CSBG and Older Workers Operator, Coconino County Community Services, was removed from the MOU and the LWIB, in accordance with the process listed above, when they indicated they were unable to participate in the One-Stop system. However, we have been informed that there are 2 new Title V Program operators in the County. They will be invited to One-Stop meetings and encouraged to offer service through the One-Stop MOU.

- 4) How coordination occurs with Wagner-Peyser, Migrant Seasonal Farm Worker, and Veterans programs to avoid duplication in providing core services

Coordination of services with Wagner-Peyser to provide One-Stop components to Migrant Seasonal Farm workers and Veterans is facilitated by locating the Comprehensive and the Satellite center at a DES Facility. Veterans are given preference, and the DES/ESA employs a Veterans Representative who works with all

partners to assure provision of services and avoid duplication. At the regularly scheduled One-Stop partners meetings, a standing agenda item is a report from all partner programs and this update helps to streamline services and avoid duplication.

- 5) Identify mandated and non-mandated partners, how their services are integrated, and how they support local system

Mandated partners are identified on the attached MOU that also details how their services are integrated into the local system, and how they support the system. Non-mandated partners include the Chamber of Commerce in Flagstaff and Williams, the Weed and Seed Sunnyside One-Stop, Job Corps, Educational Opportunity Center, Manpower, Inc., and representatives from the DES JOBS/Temporary Assistance for Needy Families (TANF) administration programs. These partners participate in the regularly scheduled One-Stop partner meetings and provide updates on their program offerings, and share clients or services when appropriate. These entities are also included in a Rapid Response if appropriate.

See Attachment #H

VI SERVICE DELIVERY

A. Adults and Dislocated Workers

1) Core Services

a) Strategies to ensure universal access to minimum services

Core services delivered by One-Stop partners will consist of information and referral to each partner program. A continuous effort will be made to refer applicants to other partner programs when appropriate and to co-case manage client services for customers who may be eligible for more than one program. Some partners help to staff the One-Stop locations in an effort to meet the needs of each customer who enters the One-Stop.

Core Services at the Comprehensive One-Stop are available to every individual who visits this location. The following methods are used to ensure universal access:

- Orientation: Information is provided on self-directed services and how to access onsite or via web-based technology. Information on One-Stop partner program services and labor market information is made available to all job seekers accessing services at the Comprehensive One-Stop. Customers are informed of computers for their use with information helpful to job seekers.
- Intake: WIA brochures, information on completing application or making eligibility appointment are available at the comprehensive One-Stop. Referrals to other partners and self-directed job search are available to job seekers.
- Initial Assessment: Assessment workshops are offered at the Comprehensive One-Stop
- Career Counseling: Exploration and information about possible career choices is available through brochures or computer web-based programs. Staff is available to assist customers match job opening to career choices.
- Job Search and Placement Assistance: Workshops on topics such as Resume Writing and Interviewing Skills are available to all One-Stop customers. Job Services staff is available to share job leads and/or job development as well as guide customers on how to use the Virtual One-Stop (VOS) system for self-directed job search.

b) Integration of Wagner-Peyser and WIA services by utilizing VOS

Wagner-Peyser and WIA services are integrated for customers through a common data system, VOS, partner staff works with customers to ensure that VOS registration/common intake is completed. Information collected from customers, including resume and employment history links employers to a pool of qualified candidates. VOS allows employers access to a variety of job positing/recruitment possibilities and job seekers access to the employers' job opening.

- c) Identify if LWIB considers “limited funding” (requiring financial eligibility determinations for WIA staff assisted and additional services and a priority of service to be in effect). If funding is not considered “limited” how will LWIB ensure that all individuals who apply will be served?

The LWIB does not consider funding limited for WIA Adult/Dislocated Worker Training Programs at this time. There are no financial eligibility criteria for applicants for WIA staff assisted and additional services. Once an individual is determined in need of intensive service, staff will provide a more comprehensive approach through a case management system. All applicants eligible for intensive services will be offered services through WIA or One-Stop Partners who can best meet requested services.

2) Intensive Services (how services to eligible individuals will be ensured)

- One a customer is determined in need of intensive services, staff will offer service through a case management model.
- Intensive services will be provided to eligible individuals who choose to participate and would benefit from the service.
- These services may include identification of obstacles and barriers to employment; assessments; counseling; testing; workshops; assistance with career planning; assistance in preparing individual employment plans and short term pre-vocational services.
- Dislocated workers may receive relocation assistance as well as the above services to re-enter the workforce.
- At the comprehensive center, core and intensive services will also be available to the general public, including but not limited to migrant and seasonal farm workers, unemployment insurance claimants, individuals with disabilities and veterans.
- Other sources of funding will be pursued as they become available to enable better services to be provided to Coconino County residents. With the reduction in the basic WIA Title I grant, other partners' grants should be made available to support the system.

3) Training Services

a) Vision for increasing training access

- Coconino Career Center works with any local provider that is on the Eligible Training Provider List (ETPL).
- A collaborative effort with Coconino Community College has begun to help participants receive skills training leading to employment. Coconino Career Center develops training or works with education partners to create customized training.

b) Individual Training Accounts

(1) Innovative strategies to fill skill gaps

The ITA voucher system at education facilities such as Coconino Community College and Northern Arizona University allows the Career Center to commit to providing customers access to quality education and training tailored to their individual learning and workplace needs.

(2) Commitment to providing training in high-growth/high demand jobs

Other local education facilities which provide training in high-growth/high-demand areas include but are not limited to Coconino Community College and College America. ITA's are provided for job seekers to training for tomorrow's skill shortages. These future skill gaps are identified through local labor market information listed on the website at www.workforce.az.gov/PAGEID=67&SUBID=144

Work continues with NAU internship coordinators to provide internships at the end of academic programs which help students move smoothly into high growth/high demand employment.

(3) Policy on limitations in amount or duration of ITAs

Education and training vouchers are limited \$2,000 per year per student after the PELL award or other scholarships or federal grants. Setting the ITA limit at \$2,000 allows the Program Operator to serve a maximum number of customers. Career Center staff help customers access interim part time employment, and other funds and grants to pay for their training. In addition, support services are available to education trainees to help offset the living costs of being in training.

- (4) Current or planned use of funds or collaboration with apprenticeship programs

Individuals interested in apprenticeship opportunities are given information on programs throughout Arizona and how to access these services.

- (5) Policies in response to Department of Labor Employment and Training policy allowing for training in religious activities when assistance is indirect.

The policy allows for the possibility of training in religious activities when assistance is indirect by explaining the process to be placed on the ETPL to selected organizations requiring this information. ITA's will be considered indirect support. Eligible Training Providers that receive "indirect" USDOL support through an ITA or similar mechanism may make inherently religious proselytizing.

- c) Eligible Training Provider List – describe local approval process.

Local approval for the ETPL begins with the application process, which is available on the internet at www.ade.az.gov/arizonaheat. The LWIB ETPL committee, which includes LWIB members and the Coconino Career Center Program Manager, receives a notice of the application. The LWIB ETPL Committee reviews the application for reasonableness of cost and length of training program. Upon approval, the application is forwarded to Arizona Department of Education for state approval and inclusion into the statewide ETPL.

- d) On the Job Training (OJT) and Customized Training

- (1) Vision for increasing opportunities

The policy for OJT is reimbursement of up to one half of the salary for three to six months for OJT training. Collaboration with growing local businesses is beginning with the vision of increasing the number of OJT opportunities within these businesses.

Customized training involves planning and obtaining training which fits the specialized needs of individual clients to meet their employment goal. It may include workshops, short-term training for specific skills and/or classroom training to learn new skills necessary for employment.

- (2) How LWIB will identify and market opportunities, partner with growth industries, and leverage resources

The LWIB, with partners including but not limited to GFEC, have identified growth industries, including the bio-medical field in this community through studies and interviews with local companies. These high growth companies

are targeted for offers of OJT or customized training. The Coconino Career Center, with the cooperation of the LWIB, is developing a partnership with bio-medical companies. These growing bio-medical companies will partner on OJT opportunities or hiring WIA participants into unsubsidized positions for WIA participants. Partners with other growth industries will also be targeted for OJT opportunities or unsubsidized positions for WIA participants. Information on growth industries in our area is available through the website www.workforce.az.gov/?PAGEID=67&SUBID=174.

Our partner, GFEC, has also helped several local companies obtain State Job Training Grants to increase employee skills as well as enable expansion of the workforce. The LWIB works with all partners to encourage WIA participants find unsubsidized employment with these growing companies and to utilize resources from the partners involved. Funds are leveraged through utilizing resources from many partners to meet the employment needs of individual clients.

(3) How will LWIB evaluate performance

Performance is evaluated by successful completion of the terms and conditions of the contract. These include:

- Adherence to the negotiated hours and reimbursement of the contract
- Following the training plan as outlined
- Completing required employer contacts
- Participating in a final compliance review
- Success according to the WIA Title IB policy and regulations of earnings gain, retention, credential or certificate, and regular full-time employment
- Customer satisfaction for employer and participant

4) Service to Specific Populations

a) Strategies to ensure full range of services/programs

All groups of individuals listed (displaced homemakers, migrant seasonal farm workers, veterans, older workers, low-income individuals, disabled individuals, and individuals with multiple barriers) will receive universal access to core services with no distinction to the target grouping through the comprehensive One Stop.

To ensure a full range of services and programs for all customers, including specific populations listed above, a priority system through the comprehensive

One Stop has been established to ensure the participants most in need of services can benefit from services available if funds are determined to be limited. One Stop partners cooperate in providing priority of services to specific population through referrals to partners who can best serve the particular needs of individuals seeking services.

b) Identify the local Priority of Service Policy

Even though funds are not considered limited, each One-Stop Partner has a policy for priority of service, depending upon the needs of the customers and the funding policies. The eligibility requirements and priority for service are shared between partners in an effort to provide the best customer service possible for each customer.

c) How will the LWIB ensure services to displace homemakers, migrant seasonal farm workers, veterans, older workers, low-income individuals, disabled individuals, and individuals with multiple barriers

- **Displaced Homemakers:** One-Stops work closely with the Family Assistance Administration, Jobs and the Dislocated Worker Program to assure customers are given appropriate services.
- **Migrant Seasonal Farm Workers:** Coconino County currently has no registered Migrant Seasonal Farm Workers. However, services can, and are, provided by the One-Stop on an as needed basis.
- **Older Workers:** One-Stops work closely with Title V programs and Adult and Aging Administration and comply with DES initiatives to hire individuals 55 years and older. The Title V Operators in Coconino County have changed management. The new managers have been invited to attend One-Stop meetings and are welcome to participate on the team. Older Workers not eligible for Title V programs are eligible for WIA Adult and/or Dislocated Worker services and they may fully participate in these programs. In addition, other One-Stop partners are invited to offer services if the job seeker meets their eligibility requirements.
- **Low Income Individuals:** Workshops are provided to Family Assistance Administration (FAA) and Jobs recipients. One of the primary goals of all DES programs is to reduce the number of Temporary Assistance for Needy Families recipients. The comprehensive One-Stop is co-located with the main FAA office.
- **Disabled Individuals:** The One-Stop houses a Navigator to assist disabled clients. Rehabilitation Services Administration (RSA) also provides itinerant services in the comprehensive One-Stop for our customers. Accommodation equipment has been placed at the One-Stop by RSA and the One-Stop partners have been trained on the devices.

- **Individuals With Multiple Barriers:** One-Stops refer clients to partners such as the Career Center, Family Assistance Administration (FAA), Jobs, Title V, Goodwill and RSA. All partners work together for a common goal. Staff are properly trained to assist individuals with barriers.

d) Strategies to ensure Priority of Service to veterans under Jobs for Veterans Act

- Veteran's priority of service will be a standard procedure to assure collaboration and integration of services for Veterans.
- All One-Stop staff are encouraged to contact and refer Veteran customers to the designated Veteran's Representative in all instances where guidance or training is necessary regarding individual veteran service delivery.
- Providing priority service to Veterans is not limited to the LVER. All One-Stop staff, including Office Manager, as well as WIA partners are responsible in providing priority service.
- A Local Veteran Employment Representative (LVER) is on site at the comprehensive center to oversee that all partners give priority of service to veterans.

B. Rapid Response

1) Describe local Rapid Response process

Our local area has a Rapid Response Team comprised of local area dislocated worker staff, DES/ESA staff and other appropriate workforce partners. This team makes contact with employers and employees within 48 hours of the Worker Adjustment and Retraining Notification Act (WARN) communication. This team provides a quick and positive response, providing information, supportive services, and/or services on employment and training opportunities. Services are provided to assist employers, employees and communities that are facing a plant closure, mass layoff, or a substantial layoff due to business curtailment created by economic slowdown or foreign competition.

2) How does LWIB ensure seamless transition to One-Stop services

To ensure excellent customer service within our local communities, the LWIB requests our Rapid Response Team respond to a layoff involving ten or more employees within a company rather than the standard fifty employees. The team is composed primarily of One-Stop partners, ensuring One-Stop services are immediately offered. The team immediately offers information on applying for Unemployment Insurance and explains core, intensive, and training services available through WIA programs. Workshops may be offered to participants at this time or a calendar of future job skills workshops offered by One Stop partners may be provided. Individual appointments are scheduled with any dislocated worker who is

seeking further staff assistance for their re-employment plans. Thus a continuum of services extending beyond the rapid response event is offered.

3) How Rapid Response functions in the local area as a business service

The local Rapid Response Team offers proactive services to local employers, including information concerning services available and employee workshops to increase employer effectiveness and business productivity.

Employers are made aware of technical, financial, or other services offered by One Stop partners. The Rapid Response Team also works in collaboration with other One Stop partners to match laid off workers with businesses in need of qualified workers. Re-training or re-location to a job in another location is offered through the WIA Dislocated Worker program

4) Identify other partners to expand range/quality of services

The Rapid Response Team includes many of the seventeen One Stop Partners who are able to respond the range and quality of services to employees and employers experiencing layoff, downsizing or closure. The Team includes but is not limited to: Job Service, GFEC, Goodwill Industries, and Native Americans for Community Action. Other partners not officially part of the Rapid Response Team but who may join a Rapid Response event includes local employers seeking new employees, providers of mental and emotional support, educational training providers, and other social service agencies who may offer additional support services.

The composition of the Rapid Response Team which responds to a company layoff, downsizing, or closure varies according to the needs of those affected. Customizing services offered expands the range and quality of services by providing for the specific needs of the company and workers affected through many community resources. If individualized services are called for, partners best suited to these services are called in to meet specific needs

5) Identify any other activities making use of Rapid Response funds

The Rapid Response funds have been targeted to include employer services in our community. These funds have been used to provide training for Rapid Response Team and staff, allowing them to be more effective as advocates and supporters of the employment community. Equipment and materials have been purchased to be used in training of employees within the business community. The Team has taken a proactive approach with the business community, offering employee workshops and information about Rapid Response services. Building understanding and trust will encourage employers to contact the team for services before a layoff is imminent. Workshops help build a better workforce by improving skills used in particular positions. An added benefit for the Rapid Response Team is better communication and training skills among our members which will be useful during Rapid Response events.

C. Youth Services

- 1) Local strategy for providing comprehensive and integrated services that incorporate all 10 required program elements

Career Center WIA youth programs address all 10 Youth Elements required by the Act through a One-Stop approach, long term approach detailed in an integrated service plan developed with the youth. By operating in this manner, support is provided to the Local Youth Workforce Council plan that incorporates objective assessment to determine academic levels, skill levels, and service needs of eligible youth. The Plan also addresses how youth participants will complete an education program and link youth with post secondary and employment opportunities. The Local Youth Workforce Council strategy prefers delivery of all 10 elements from a single provider to streamline service provision to at risk youth, and assure continuity of focus and success. However, the Career Center has released an RFP in which providers can opt to deliver only one or more services.

- 2) Describe coordination with Job Corps and other youth programs

The Career Center collaborated with Job Corps through a mutual agreement for referrals. If a youth participant is interested in attending Job Corps, documentation can be shared for the youth, speeding up the process for enrollment. If a youth participant is co-enrolled in Job Corps and the Career Center, monitoring is done on-site and over the phone and information is shared. The Career Center also provides services while the youth participant is in training at Job Corps. During the times that the Arizona Job Corps contractors had staff based in the County, those staff members are always invited to Coconino Local Youth Workforce Council meetings, and the One-Stop partner meetings to ensure updates of program changes, and improve access for youth to the programs. The Career Center has developed referral agreements with the Tucson Job Corps, the Phoenix Job Corps and a New Mexico Job Corps Center to facilitate this collaboration.

Other Youth Program partners include:

- Youth In Action/Americorps
- Coconino Rural Environment Corps.
- City of Flagstaff Youth Commission
- Sunnyside IAM Youth Council
- Williams Governors Alliance Against Dugs
- Grand Canyon Youth
- Page Jr. Deputies
- Williams Chamber Character Counts
- United States Forest Service YCC
- 4H
- Coconino County Juvenile Department

The Coconino Local Youth Workforce Council has conducted 3 Youth Organization Forums to bring together the various youth agencies in the community. Each forum

produced a service matrix, involved group discussion on barriers youth face and how to overcome them, and built strong connections between area youth providers and the Career Center. The Career Center also coordinates with all local education agencies to share information, documentation and assessments.

3) How local funds will support State and Governor's vision

Coconino County fully supports the Governor's vision on youth, especially with an emphasis on providing services to at risk youth before they drop out of school , and if that pro-active intervention fails, on serving out of school youth that are in need.

The Governor's vision ensures that all Arizona students leave the P-12 system ready for post secondary education or the workforce by aligning business needs with school standards. The Career Center has developed a course for youth that is based on the Arizona Workplace Standards set forth by the Department of Education. *Life and Work Management Skills* is based on the eight standards that are critical for a youth's success in business. Although they are educational standards, they are strongly aligned with business needs and emphasize the value of workplace readiness.

The Career Center supports the Governor's Vision to increase youth involvement within their education and career development that will better engage youth and further connectivity to their communities. In addition to providing education resources, the Career Center identifies youth participants who are lacking occupational skills and employment experience and places them into paid internships. The youth participants learn workplace skills, earn income, and work in their community. The internships also allow the youth to gain access to jobs and employers that they have a relationship with and have proven they are going to be successful. It is also beneficial for the businesses to hire local youth who have access to additional training opportunities, like workshops and seminars, while they are in internships or permanently employed.

Coconino County also supports the Governor's Vision of increasing the availability of state-of-the-art technology to provide alternative means of providing educational opportunities for students at all levels and ages. Career Center youth programs provide alternative school services through our Independent Learning Center (ILC). In a non traditional environment, the youth in the ILC complete their high school credits on NovaNET, a computer-based learning system. Youth participants also have access to programs that will increase their computer and technology skills. Partnerships with NAU, Coconino Community College, and Coconino County also give our youth participants the opportunity to take courses and workshops available at their sites that are paid for with WIA youth funds.

The Governor's vision emphasizes that Education remains the single most important vehicle through which to create economic opportunity. One of the priorities of the Career Center's youth programs is to identify youth who are at risk of dropping out of school before they have left the education system. It is more cost-effective to capture a youth before they are disconnected and disillusioned with the

education system. The Career Center has maintained outstanding partnerships with the local high schools in order to identify students who are in need of alternative education before they have withdrawn from the high school. Once enrolled in the program, youth participants can take advantage of the Independent Learning Center, which offers a non traditional environment where students can complete their high school diplomas or General Equivalency Diploma (GED). Career Center youth programs fund the tuition and other school-related expenses of youth participants who are attending Coconino Community College, NAU, and several local vocational institutions, upon successful completion of their diploma or GED.

The Governor's vision states that we should **leverage other state and federal funds with programs that may benefit the neediest youth**. In previous years, the Career Center has applied for and received grants from Arizona Department of Education, the Flagstaff Unified School District, the Governor's Office for Children, Youth and Families, Qwest and other private organizations. The Career Center is consistently seeking out funding in an effort to collaborate with other agencies and to provide the best possible services to the neediest youth.

- 4) Identify the 6th youth Eligibility Criteria and if this is a change from the previous local Plan

The Local Youth Workforce Council defined the 6th Youth Eligibility Criteria as other individuals defined as "at risk" by the Local Education Agency. There is no change from the previous Local Plan

- 5) Identify the additional 5% Non-Economically Disadvantaged Youth Barrier and if this is a change from the previous Plan.

Not more than 5% of participants assisted under this section in each local area may be individuals who do not meet the minimum income criteria to be considered eligible youth, if such individuals are within one or more of the following categories:

- a) Individuals who are school dropouts.
- b) Individuals who are basic skills deficient
- c) Individuals with educational attainment that is one or more grade levels below the grade level appropriate to the age of the individuals.
- d) Individuals who are pregnant or parenting.
- e) Individuals with disabilities, including learning disabilities.
- f) Individuals who are homeless or runaway youth.
- g) Individuals who are offenders.

There is no change from the previous Local Plan.

- 6) Identify barriers or issues that need to be overcome

For WIA Youth formula funds, both internal and external barriers and issues that impact youth participants will be addressed as youth program design can impact

youth participation. Identifying issues and offering solutions is the foundation of an effective strategic plan.

LOCAL YOUTH PARTICIPANT BARRIERS AND ISSUES: Coconino County youth experience higher unemployment rates than adults due to their limited experience, low technical skills, and work maturity assets. Ethnic minority youth face even higher rates of unemployment that may be attributed to poor English language skills, limited parental academic support, the inability of poor parents to pay for their teens to access additional tutoring help, and having a single parent, or two parent working family, that cannot invest the time in helping their teen get to a job. If the family has been on welfare, the teen may have no good role models on how to succeed in the world of work. The Coconino County Career Center, and their partners, invest in a variety of methods to help teens overcome these barriers to success. In addition, the Coconino Youth Workforce Council conducted a Teen Job Fair that was so successful it will become an annual event. At this Fair, teens not only had access to jobs and volunteer opportunities, a group provided information on areas that would promote teen employment success: local and State educational and training options, military opportunities, how to interview well and create a resume, and other employability skills.

Low income youth making important career decisions faced the barrier of limited training options in Coconino County. Vocational training sites are limited in Coconino County and present a barrier to offering comprehensive services to youth participants without sending them out of town. Unlike a metropolitan area, Coconino County does not have a variety of vocational training sites and some of the sites are expensive and do not produce degrees, just certificates. In providing long term services to youth, it is challenging to give youth access to open entry, open exit, fast track post secondary training in Coconino County. Coconino County is the most highly educated county in Arizona. To compete for high paying jobs, youth must secure educational credentials.

There is a need to increase collaboration between WIA funded youth programs with the ADE Career and Technical Education programs. Schools should begin to identify youth who are at-risk, including those defined as the neediest youth, and refer those youth to Career and Technical Education classes and WIA programs. The County electorate approved a bond to create a joint vocational technical district, but the implementation of the bond has been delayed.

Limited transportation is an issue and barrier to accessing both education and employment for local youth in every community in Coconino County. Although bus passes can be provided as a support to clients, only Flagstaff has a public bus system, and their hours and routes are limited. With severe weather conditions, a bicycle is not always an option. For teen parents that must take their children to child care, a bicycle is not practical. Youth from reservation areas are bussed long distances to attend high schools, college or training in population centers, and must use the school bus to return home, preventing them from accessing additional tutoring support, leadership opportunities offered through the schools or community agencies, and employment.

Parenting and pregnant youth are a special target group of WIA funding. However, child care options for youth are extremely limited. In the city of Page, the only child care facility closed down and there is no teen parent program in the school district. In Flagstaff, there is one teen parent program, but due to their limits of how many semesters a student can attend, teens often drop out of school or seek a GED.

YOUTH PROGRAM DESIGN BARRIERS AND ISSUES THAT IMPACT

PARTICIPATION: The vision for WIA youth programs is based upon years of research that identified a key element that is crucial to youth success: long term solutions for youth are the result of long term, cohesive interventions. However, when the federal vision is implemented at a local level, some barriers may obscure the original intent of the WIA. Since the new vision of President Bush's Administration for enhancing workforce programs includes a focus on waivers, it is important to examine artificial barriers which may be eliminated by the provision of waivers or policy changes.

One significant barrier to ensuring participant success is the Competitive Youth Procurement process. Rural areas with large distances, small populations, and no other local providers face a standard dilemma: WIA youth programs are complex, administratively top heavy and poorly funded. For these reasons, we have requested a waiver from competitive procurement of youth programs. We were denied a waiver. WIA Youth are already at risk – they are low income and have an additional barrier. In Coconino County, our LWIB and Local Youth Workforce Council believe in a system that is holistic with a long term approach in working with teens. In a rural area, bidding out the 10 Youth Program Elements individually would negatively impact the holistic approach, therefore not guaranteeing our youth the long term services they need to be successful. This is a significant participant barrier because bidding out programs annually does not guarantee that the youth will receive long term solution and may be subjected to multiple providers with different approaches.

Another program design barrier for youth programs is the success measurement system only uses unemployment insurance to verify achievement, the Career Center's "hands are tied" to encourage any other program outcomes besides employment covered by the Unemployment Insurance fund. Those youth seeking to become entrepreneurs, joining the military, becoming federally employed, or working for Tribal governments will not be covered by this fund, and their earnings can not be counted in the outcome measures.

In aligning with the Governor's Vision for youth and encouraging youth to pursue education, the Career Center strongly supports youth participants who complete their diploma and enroll in post secondary education. However, the current system represents a program design barrier in that it does not account for performance outcome for those students who choose higher education over employment. The new Common Measures offer a performance measure that rewards programs for moving

youth into higher education or training. When that measure is in place, this barrier will be reduced.

WIA Youth Programs are intended to produce youth who are successful in employment and education. It is challenging for program operators to encourage youth to pursue what is best for them, knowing that the full range of potential success options will not be accounted for in the outcome measures. The result of not being able to meet Performance Standards by choosing options that are not reflected in the outcomes measures could be that the program operator will fail to continue to receive funding for the area. The Performance Measures mandate outcomes which are a guide from the funding source to targets the results that should be achieved by Program Operators in local areas. To seek outcome options other than those in the federal measures appears to be contrary to the intent of the funding source.

A Youth Program design barrier represented by State WIA Skills Attainment system is being addressed by the Career Center. The current State WIA Skill Attainment system has limited value for youth participants. The Basic Skills component can assist a youth who is basic skill deficient with increasing their standardized test scores. However, success in the workforce is also based on an ability to communicate, to be dependable and responsible. While the Career Center recognizes the philosophy behind increasing skill levels and offers Novanet computer aided instruction that allows students to rapidly increase their academic levels, the value of real world approaches to training and getting youth ready for the workplace must be equally recognized. The current State WIA Work Readiness Skills component is limited in its value in relation to the time required to administer and complete the components. Having twelve learning objectives for one skill attainment is time spent with at risk teens, who are already disenchanted with traditional school, which could be used more constructively in other areas more pertinent to their success. The pre and post test system is so cumbersome that the youth retain more information about completing complicated government paperwork than they do about the workplace skill they should be learning. A local decision was made that the Career Center would no longer use the Work Readiness Skill system outlined by the State WIA Administration. Instead, the Career Center utilizes the eight Arizona Workplace Standards outlined by the Arizona Department of Education, which does an excellent job of measuring communication and technology skills. Although this choice in the best interests of the teens means that the program operator does not receive skill attainment credit on performance outcomes for the "Work Readiness Skill Attainment," the youth participants receive training in workplace skills that truly matter.

D. Business Services

1) How does LWIB determine employer needs at local level

Local employer needs have been determined through surveys completed by GFEC and the Chamber of Commerce in several areas around the County. The LWIB

provides guidance on needs perceived through individual employer contact. Contacts with individual employers are targeted in areas with high demand, high wage positions and allow the team to ascertain business needs as well as share available services.

2) How will business services be integrated into One-Stop

Business services will be integrated into the One-Stop in several ways.

- The Coconino Career Center has developed a Business Services brochure to offer services throughout the local employment community. The Rapid Response Team also has a brochure offering proactive workshops and services to local employers. One-Stop partners participate in the delivery of services to businesses. Collaboration between partners ensures seamless delivery of services whenever possible
- The top ten employer services identified by the team to offer the business community include:
 1. Initial training cost support through internships and on-the-job-training
 2. Ongoing follow up of newly hired employees for retention success
 3. Employee assistance or problem resolution after hire
 4. Candidates sent with job retention training and/or certification through the Community College
 5. Training support continued after hire
 6. Pre screening of candidates for employers
 7. Administrative workshops for employer management teams
 8. Job posting for increased advertising of openings for employers
 9. Job matching to offer employers well qualified candidates
 10. Job Fairs to bring employers and candidates together

3) How will LWIB integrate tax credit programs to maximize employer participation

LWIB members are ambassadors for services offered through the One-Stop system. Explanation of tax credit programs beneficial to the business community is a networking tool each LWIB member can use in his/her business sector. Sharing information expands the awareness of One-Stop services within the entire business community and maximizes the ability of many employers to participate in programs offered

E. Describe any innovative service delivery strategies currently in operation or in the planning states

The Coconino County Career Center has been managing award winning youth programs for almost two decades and recently won a National Association of County Officials award for youth development programs. The County has a history of supporting collaboration by youth organizations to promote youth development. Several innovative strategies are worthy of note.

The **Independent Learning Center (ILC)** that is operated by the Career Center is an alternative site for student's to complete their high school diplomas. Collaborating with

the Flagstaff Unified School District for over ten successful years in order to serve at risk students has produced successful results. An innovative aspect of this partnership that strengthens the value to local schools is that the Career Center provides this service at no cost to the schools. In addition, the drop out must re-enroll in local schools so the school can capture, or re-capture, Average Daily Attendance ADA payments on these students.

Counselors from the local high schools identify students that are at-risk of dropping out or not graduating. Many times, the youth are already out-of-school and we must capture them before they have lost motivation to complete their diplomas. Once they complete the enrollment process for our program, the student's can complete their courses needed for graduation at our site. The curriculum is computer-based and the students work at their own pace. In addition to students working at their own pace, the curriculum is also completed based on mastery. Once a student has "mastered" the subject through completing the assignments and taking a final exam, they will receive credit for their course. The ILC enjoys a 97% success rate of its students. Much of this success is due to the positive learning environment that we foster with the students. This environment includes a full-time teacher with an 8:1 student-teacher ratio, a variety of electives, and high expectations accompanied with a Career Coach for each student who helps them achieve their goals.

The ILC is an outstanding way for the Career Center to deliver service to youth, especially out-of-school youth and to ensure their success. Education is the foundation for successful employment and by providing this service on-site, we are helping to guarantee the youth's future success.

Another innovative partnership that the Career Center has is with FUSD and the Continental Country Club. The "**Continental Project**" is a vocational training program for high school students with disabilities. The disabilities range from learning disabilities to mental retardation. The students attend the Continental Project, which is housed at the Continental Country Club during class time, where they are trained in work habits coupled with on-the-job experience working at the Country Club. The Career Center partners with the Continental Project by enrolling their students in the WIA Youth Programs as youth with disabilities are one of the barrier target groups designated by the Act. In addition to the outstanding support received by the Continental Project, the students can also take advantage of Career Center services. The program is perfectly aligned with Youth Program goals in that the students work on maintaining work habits in order to prepare them for employment, all while finishing their high school diploma. Once the students complete the education component of their diplomas, Continental Project focuses on finding permanent employment for the students. Once permanent employment is secured, the student then receives their diploma. The Career Center then provides services to help them maintain their employment in the community. The innovation in this partnership is that it collaborates with the school district, government, and private business.

This past spring, the Coconino County Local Youth Workforce Council collaborated with local teens to plan a **Teen Job Fair**. A group of teens gathered for three months to plan the Teen Job Fair from start to finish, with the guidance of the Local Youth

Workforce Council. The Local Youth Workforce Council mentored the teens and assisted with planning. The National Guard donated the site for the Job Fair and both employers and volunteer agencies set up booths for the event. The teens did such an outstanding job with outreach that over 300 teens attended the Job Fair. In addition to the employer and volunteer organizations booths, the teens also set up tables where AmeriCorps members and Local Youth Workforce Council members assisted teens with applications and resumes. It was a successful event and innovative way of providing a service to youth.

The Career Center also manages a group of youth participants who have been selected to assist with the planning and development of youth programs. The **Making A Change (MAC) group** gathers monthly to assist the Youth Program Coordinator in developing workshops, outreach materials, marketing, enrollment processes, and youth participant selection criteria. The MAC group offers their input, advice, and help to create materials that are developed in the meeting. In addition to assisting with managing outstanding youth programs, the MAC group is able to develop their skills in leadership development, media awareness, purchasing and budgeting, and program management.

F. Strategies for Working with Faith Based and Community Organizations (activities to increase participation, expand access, steps to strengthen collaboration, etc.)

- A collaborative network of One-Stop providers and community organizations has been set up to increase the number of TANF recipients in training for soft job skills and job search tools. This group meets to learn about services offered within One-Stop programs, learn proper contact people within our organizations, and share information as to how to best serve potentially common clients. The goal is to increase participation in programs beneficial to economically challenged members of the community.
- A partnership between the Coconino Career Center and Sunnyside Neighborhood Association has been formed to help TANF clients achieve employment success. The Sunnyside neighborhood is an economically challenged area where over fifty percent of residents are single parent families and a large majority live below the poverty level. One-Stop services can be provided for anyone, regardless of residence address. Services offered aim toward self-sufficiency of participants. These include a computer lab to increase skills and aid in job search, soft skills training needed to retain employment, and paid internship to practice job skills in a familiar neighborhood environment. A support system within the neighborhood as well as supportive services to provide items necessary for employment is another part of this program. Transition to more intensive training services through the Coconino Career Center is offered to successful participants.
- Work with faith-based and community organizations have been accomplished in partnership with the Sunnyside Neighborhood Association. We have collaborated on two Job Fairs held at a local church. The Sunnyside Neighborhood Association has an advisory board which includes faith-based organizations and community groups. Board members are active in supporting events such as the Job Fairs.

- A strategy to increase participation, expand access, and strengthen collaboration with faith-based and community organizations is to request provision of needed support services for neighborhood participants. Support services needed by One-Stop participants may include food, employment clothing, housing, transportation, and mentoring. Mentoring and caring for individuals as they move through the job skills and job search process improves employment prospects, stabilizes families, and bonds the community more firmly together. Faith-based and community organizations are excellent choices to call upon for support to increase the ability of participants to succeed in the workforce.
- New marketing strategies are planned with the goal of increasing awareness and participation in the One-Stop programs. Incentives to entice new participants into job skills services and encourage participants to continue moving toward employment will be offered. Extension of internships to include job site experience will be offered. Presentations to local faith-based and community groups such as Parent Teacher Organization (PTO), Head Start, and faith-based meetings are available. Ads on local buses as well as public service announcements for radio and cable stations will help more people in the community learn about the One-Stop services. Volunteers from neighborhood faith-based and community organizations will be asked to let their friends and neighbors know about services available through the One-Stop. The more people involved in marketing efforts, the better community response is expected.

VII. PERFORMANCE (only 17 WIA Title I, already negotiated with state)

G. Include chart showing local performance measures/goals

Workforce Investment Act Title I-B
Performance Indicators and Goals
PY2005/PY2006

Program	Indicator of Performance	2005	2006
Adults	Entered Employment Rate	75%	76%
	Retention Rate	84%	87%
	Earnings Change	\$3000	\$3200
	Employment and Credential Rate	58%	60%
Dislocated Worker	Entered Employment Rate	77%	78%
	Retention Rate	90%	93%
	Earnings Change	\$1500	\$1800
	Employment and Credential Rate	60%	63%
Older Youth	Entered Employment	78%	80%
	Retention Rate	78%	79%
	Earnings Change	\$1800	\$2000
	Employment and Credential Rate	50%	55%
Younger Youth	Goal Attainment	75%	76%
	Diploma or GED Attainment	65%	67%
	Retention	62%	63%

H. Identify any additional local performance measures/goals that the LWIB will use to evaluate the workforce system (i.e., evaluation of partner program performance measures or the total number of individuals served by the One-Stop system, regardless of program, etc.)

At this time the Coconino County LWIB does not have additional performance measure/goals for the One-Stop system.

VII LOCAL ADMINISTRATION

A. Describe local appeal process

Any bidder objecting to the recommendation of awarded, rejection or a bid, solicitation procedures of a bid, or any portion thereof (the Protester), must submit a written protest to the Purchasing Manager. This protest must be submitted prior to the Board of Supervisors meeting at which the recommendation is on the agenda of award or rejection. The protest must be filed with the Purchasing Manager within five business days from notification or the recommendation.

The written protest shall contain the following information:

- The name, address and telephone number of the protester.
- The signature of the protester or its representative.
- Identification of the solicitation number.
- A detailed statement of the legal and factual grounds of the protest including copies of relevant documents; and
- The form of relief requested.

The Purchasing Manager may dismiss a protest, upon written determination, before scheduling an appeal if:

- The protest does not state a valid basis for protest; or
- The protest is untimely (not within three (3) business days from notification).
- The possible remedies would unfairly prejudice other interested parties, impact the integrity of the procurement system, or have a serious detrimental affect on the good faith of the parties, cost the County, the urgency of the procurement , and the impact of the relief upon the using department.

If the Purchasing Manager sustains the protest in whole or part and determines that the solicitation or proposed contract does not comply with the policy, the recommendation for award shall be stayed and an appropriate remedy shall be implemented.

In determining an appropriate remedy, the Purchasing Manager shall consider all the circumstances pertaining to the proposed procurement including but not limited to, the seriousness of the procurement deficiency, the degree of prejudice to other interested parties of to the integrity of the procurement system, the good faith of the parties, the cost to the County, the urgency of the procurement, and the impact of the relief upon the using department.

An appropriate remedy may include on or more of the following:

- Withdraw staff recommendation, and reissue the solicitation;
- Withdraw staff recommendation, and issue a new solicitation;

- Withdraw staff recommendation, and recommend award of contract consistent with the County Purchasing Policy; or
- Such relief as is determined necessary to ensure compliance with this section.

If the determination of the Purchasing Manger is not satisfactory to the party submitting to protest, an appeal with a designated deputy/assistant county manager of the County Manger's Office may be requested. This appeal must be submitted as listed above business days from receipt of the Purchasing Mangers determination. The same remedies are available as listed above.

The written determination of the County Manager's Office shall be final.

B. Steps to ensure compliance with non-discrimination

Equal Opportunity Policy Statement

Coconino County is committed to equal opportunity employment. All decisions made regarding recruitment, hiring, training, and other terms and conditions of program operations will be made without discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief and for beneficiaries only, citizenship or participation in programs funded under WIA, as amended, in admission or access to, opportunity or treatment in, or employment in the administration of or connection with, any WIA funded program or activity. The Coconino County Career Center will comply with Section 167 of P.L. 97-300 (as amended by P.L. 102-367), Title V of the Civil Rights Act of 1964 (as amended) Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975 (as amended), Title IX of the Education Amendments of 1972 (as amended), the Americans with Disabilities Act of 1990, all requirements imposed by or pursuant to the implementing regulations in 29 CFR Parts 31, 31 and 34. This assurance will be incorporated into all grants, contracts, cooperative agreements or other arrangements under whereby WIA funds are made available.

The Coconino County LWIB and fiscal agent are based within Coconino County, which operates under the aegis of an Affirmative Action Plan that contains a policy assurance that states "the program of affirmative action is the most effective way to achieve equal employment opportunities for all."

C. Assurances

The LWIB Assures:

1. That it will establish, in accordance with Section 184 of the LWIA (WIA), fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for funds paid to the local area through the allotments made under Sections 128 and 133.
2. That veterans will be afforded employment and training activities authorized in Section 134 of the LWIA, to the extent practicable. (112(b) (17)(B)

3. That it will comply with the confidentiality requirements of Section 136(f)(3).
4. That no funds received under the LWIA will be used to assist, promote, or deter union organizing (Section 181(b)(7).)
5. That it will comply with the nondiscrimination provisions of Section 188, including an assurance that a Methods of Administration has been developed and implemented (Section 188.)
6. That it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of Section 188 (Section 185.)
7. That it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at Section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will specify the required terms and conditions and assurances and certification, including, but not limited to, the following:
 - a. General Administrative Requirements:
29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
29 CFR part 96 (as amended by OMB Circular A-133) – Single Audit Act
OMB Circular A-87 – Cost Principles (as amended by the Act)
 - b. Assurances and Certifications:
SF 424 B – Assurances for Non-construction Programs
29 CFR part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and regulation)
CFR part 93 – Certification Regarding Lobbying (and regulation)
29 CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulations)
 - c. Special Clauses/Provisions:
Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the LWIA, or subsequent Executive or Congressional mandates.
8. That the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
9. That veterans' services will be provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
10. That it developed, and will continue to develop, this Plan in consultation with local elected officials, the local workforce board, the business community, labor organizations and other partners.

11. That it will meet the regulatory requirements to procure youth services by a competitive process as outlined in the WIA regulations and State Youth Procurement Guidelines.
12. That the LWIB will meet a minimum of four times per year, or once each quarter.
13. That all LWIB business will be conducted in accordance with the Arizona Open Meeting Law.
14. That it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the LWIA of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant recipient also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant recipient's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant recipient makes to carry out the WIA Title I – financially assisted program or activity. The grant recipient understands that the United States has the right to seek judicial enforcement of this assurance.
15. That program services will be provided and funds will be spent in accordance with the LWIA and Wagner-Peyser Act legislation, regulations, written Department of Labor and State of Arizona guidance, and all other applicable Federal and State laws. Local plan contents cannot override the legislative and regulatory requirements of the LWIA and/or the Wagner-Peyser Act.

VIII FUNDING ALLOCATIONS AND SERVICE PROJECTIONS

WIA TITLE I-B BUDGET AND PARTICIPANT PLAN

PY 2005

FUND	PY2005 ALLOCATIONS	TOTAL REGISTERED/ENROLLED
Adult	230,024	135
Youth	354,955	161
Dislocated Worker	256,643	135

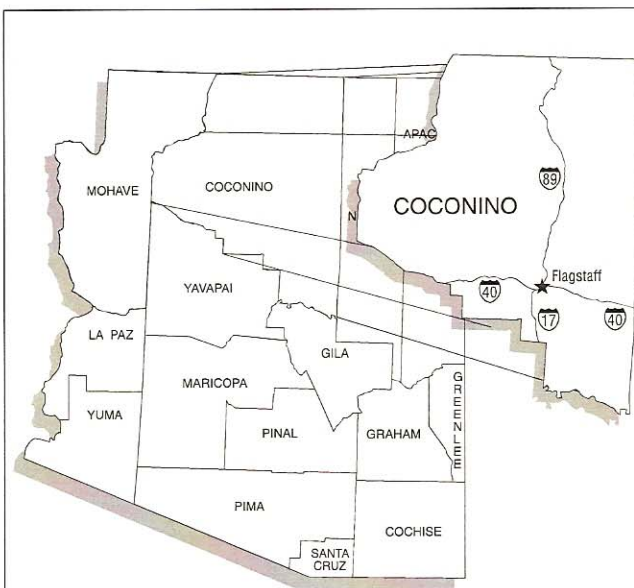
- PY 2005 ALLOCATION: Total Funding Allocation for each program category (Adult, Youth, and Dislocated Worker)
- TOTAL REGISTERED/ENROLLED: Total number of Adults, Youth, and Dislocated Workers planned to be enrolled in the 2005 Program year.

Attachment A - Coconino County Profile

Section II - A

Profile:

Coconino County, Arizona



Coconino County, carved out of Yavapai County, was created by the 16th Territorial Assembly in 1891. That same year, an election was held to determine the permanent county seat. Flagstaff, which had been designated the temporary county seat, won out over Williams by a vote of 419 to 97. Flagstaff, home of Northern Arizona University, remains the county seat. The original county courthouse, with additions, is still in use.

Coconino County lies in the central region of northern Arizona, which was crossed by Spanish expeditions during the 16th, 17th and 18th centuries, and by fur trappers and traders in the 1820s and 1830s. Cattle and sheep ranching started in the 1870s and, when the railroad began serving the area a decade later,

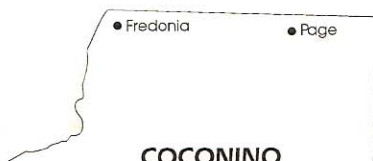


Coconino County At-A-Glance

County Seat:	Flagstaff
2003 Population:	122,770
2003 Labor Force:	63,175
Unemployment Rate:	5.5%
Major Industries:	Services, Retail Trade, Public Administration
Best Paying Industries:	Public Administration; Transportation & Public Utilities; Finance, Insurance & Real Estate

Sources: Population Estimates, Population Statistics Unit, Research Administration and 2003 Preliminary Special Unemployment Report, Arizona Department of Economic Security.

Incorporated Cities



Population

	1990	2000	2003
Arizona	3,665,228	5,130,632	5,629,870
Coconino County	96,591	116,320	125,420
<i>Major Cities/Communities</i>			
Flagstaff	45,857	52,894	59,160
Fredonia	1,207	1,036	1,090
Leupp, Navajo Nation	1,503	970	1,045*
Page	6,598	6,809	7,040
Sedona (Coconino & Yavapai)	7,720	10,192	10,540
Tuba City, Navajo Nation	7,323	8,225	8,864*
Williams	2,532	2,842	2,910

Source: U.S. Census Bureau and Arizona Department of Economic Security, Population Statistics Unit

* Based on county growth rate

Age Distribution

	% of total
0-14	23.7%
15-24	19.5%
25-44	29.2%
45-64	20.7%
65+	7.0%

Source: U.S. Census Bureau, April 1, 2000 Census

Population Composition*

Race	% of total
White	63.1%
African American	1.0%
Native American	28.5%
Asian or Pacific Islander	0.9%
Other	6.5%
Totals	100.0%
Hispanic Heritage*	10.9%

2003 Employment by Sector

Construction	2,650
Education & Health Services	6,725
Financial Activities	1,500
Government	18,750
Information	450
Leisure & Hospitality	10,950
Manufacturing	2,950
Professional & Business Services	3,000
Trade, Transportation & Utilities	9,325

Source: Arizona Department of Economic Security.

Figures are organized under the North American Industrial Classification System (NAICS).

2003 Total All Occupations

Employment	51,490
Hourly Compensation	
Median Wage	\$10.98
Average Wage	\$13.49
Entry Wage	\$ 6.10
Experienced	\$16.52

2003 Employment by Occupation - Average Wages

	Employment	Avg. Wages
Office & Administrative Support	7,990	\$11.98
Food Preparation & Serving Related	7,380	\$7.20
Sales & Related	5,280	\$10.86
Education, Training & Library	4,600	\$14.12
Construction & Extraction	2,970	\$15.23
Transportation & Material Moving	2,880	\$12.48
Healthcare Practitioners & Technical	2,510	\$24.88
Management	2,310	\$29.52

Source: Prepared by the Ariz. Dept. of Economic Security, Research Administration in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, April 2004

Major Employers

Employer	Employment Type
ARA Leisure Services, Page	Park Concession

Northern Arizona University, Flagstaff	Colleges and Universities
Pittsburg & Midway Coal Mining Co., Navajo Nation	Mining
Nestle Purina Petcare, Flagstaff	Manufacturing Dog and Cat Food
Samaritan Family Health Center, Grand Canyon	General Medical and Surgical Hospital
Tooh-Dineh Industries, Leupp	Manufacturing
Tuba City Indian Medical Center	Medical
Tuba City Unified School District #15	Education
Walgreens Distribution, Flagstaff	Distribution
Wal-Mart Discount Cities, Flagstaff	Discount Department Stores
Wal-Mart Discount Cities, Page	Discount Department Stores
Window Rock Unified School District	School
SCATissue, Flagstaff	Paper Products
W.L. Gore and Associates, Inc., Flagstaff	Mfg., Medical Products

Source: Local sources

Electric Service

Major Suppliers:

APS (statewide)	(800) 253-9405
Navajo Tribal Utility Authority	(928) 729-5721

Natural Gas Service

Major Suppliers:

AmeriGas (Utah)-Coastal Gas (propane only)	(801) 664-2915
Black Mountain Gas Company (propane only)	(928) 645-2391
Coast Gas, St. George, Utah	(801) 634-0552



Utilities

Citizens Arizona Gas	(928) 774-4591
Graves Propane Co.	(928) 526-3147
Southern Union Gas Co.	(928) 445-2210



Medical

Major Hospitals:

Aspen Hill Hospital, Tuba City	(928) 283-6808
Flagstaff Medical Center, Flagstaff	(928) 773-2309
Page Hospital, Page	(928) 645-2424



Education

Flagstaff Unified School District	(928) 527-6000
Northern Arizona University, Flagstaff	(928) 523-9011
Coconino Community College, Flagstaff	(928) 527-1222
Coconino Community College, Page	(928) 645-3987



Transportation

Highways

Interstate 40, I-17, U.S. 89, U.S. 160, U.S. 180, state Highway 64, state Highway 66, state Highway 67, state Highway 87, state Highway 89, state Highway 89A, state Highway 98, state Highway 99, state Highway 260, state Highway 264, Indian Route 2, Indian Route 15, Indian Route 18

Bus Lines

Gray Line Sightseeing Tours, Greyhound Bus Lines, Mountain Line Transit, Northern Arizona Shuttle And Tours, Inc. and Open Road Tours & Transportation.

Rail Service

AMTRAK	(800) 872-7245
Burlington Northern Santa Fe Railway	(800) 289-2673

Trucking Service

Consolidated Freightways and Yellow Freight System Inc.

Air Service

Major Airports

Airport Name: **Grand Canyon Airport** (928) 638-2446
 Functional Class: Commercial Service
 Elevation: 6,606'
 Ownership: Public
 Use: Commercial, Public
 Nav-aids: ILS/VOR
 Runway: 03/21 Length: 8,999' Width: 150'
 Surface: Asphalt

Airport Name: **City of Page Airport** (928) 608-0639
 Functional Class: Commercial Service
 Elevation: 4,310'
 Ownership: Public
 Use: Public, Commercial
 Nav-aids: TVOR
 Runway: 07/25 Length: 2,200' Width: 75'
 Surface: Gravel
 Runway: 15/33 Length: 5,499' Width: 150'
 Surface: Asphalt

Airport Name: **Flagstaff-Pulliam Airport** (928) 556-1234
 Functional Class: Commercial Service
 Elevation: 7,011'
 Ownership: Public
 Use: Commercial, Public
 Nav-aids: VOR/DME/ILS
 Runway: 03/21 Length: 6,999' Width: 150'
 Surface: Asphalt

Airport Name: **Tuba City** (928) 871-4660
 Functional Class: Basic Service
 Elevation: 4,966'
 Ownership: Native American
 Use: Public
 Nav-aids: None
 Runway: 01/19 Length: 4,475' Width: 52'
 Surface: Asphalt

Airport Name: **H. A. Clark Memorial Airport**
 (928) 635-1280
 Location from town: 3 miles from Williams
 Functional Class: Basic Service
 Elevation: 6,680'
 Ownership: Public
 Use: Public/Commercial
 Nav-aids: None
 Runway: 02/20 Length: 3,965' Width: 40'
 Surface: Asphalt
 Runway: 18/36 Length: 6,000' Width: 60'
 Surface: Asphalt

Source: Department of Transportation, Arizona Airports Land Use Compatibility Study



Industrial Facilities

Flagstaff

Flagstaff has seven industrial and office parks varying in acreage. For additional information, contact the Greater Flagstaff Economic Council at (928) 779-7658.

Page

Page has one industrial park (102 acres) with all utilities and highway access. For further information, contact the City of Page (928) 645-8861.

Leupp, Navajo Nation

One park (100-acres) with office and light industrial space is available. Contact the Industrial Development Unit - Project Development at (928) 871-6968 for leasing information.

Tuba City

A proposed industrial park (50 to 100 acres) with utilities will soon be available by the Navajo Tribal Utility Authority. For more information, contact the authority at (928) 729-5721.

Williams

Industrial Development Authority of Flagstaff

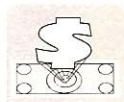
Mr. Dan Stoops, Statutory Agent
 Magnum, Wall, Stoops, Warden
 P.O. Box 10
 Flagstaff, AZ 86002
 (928) 779-6951/Fax: (928) 773-1312/E-mail: mwswatty@aol.com

Note: This information is as current as the date of this publication and was taken from reliable sources; however, we do not guarantee its completeness nor does the Arizona Department of Commerce endorse any particular individual.

This information is provided as a service only.

Commercial Banks

Bank of America	National Bank of Arizona
Bank One	Norwest Bank
Community First Bank	Stockmen's Bank
County Bank	Wells Fargo Bank
First State Bank	



Taxes

State Corporate Income Tax

Corporate income tax rate is 6.968 percent effective for taxable years beginning from and after December 31, 2000.

Source: Arizona Department of Revenue

Property Tax

Community	School District	City/Fire	Countywide	Total
Flagstaff	6.37	1.71	1.81	9.89
Fredonia*	3.71	0.91	1.81	6.43
Page*	4.17	0.00	1.81	5.98
Williams*	5.48	1.73	1.81	9.02

Source: Arizona Tax Research Foundation, 2003 (Rate is per \$100 of assessed value)
 * School district participates in the Coconino Association for Vocation, Industry, and Technology (CAVIAT).

Sales Tax

The state imposes a 5.6 percent transaction privilege (sales) tax on

Attachment B – Labor Force and NonFarm Employment

Section II - A

**FLAGSTAFF METROPOLITAN AREA
LABOR FORCE AND NONFARM EMPLOYMENT**

Prepared in Cooperation with the U.S. DEPARTMENT OF LABOR, Bureau of Labor Statistics
Arizona Department of Economic Security, Research Administration

2005

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AVERAGE
Total Civilian Labor Force	66.6	66.9	67.3	67.9	68.0	70.4	70.3	69.6	69.4	-	-	-	68.5
Total Unemployment	3.7	3.5	3.5	3.4	3.1	3.5	4.0	3.5	3.6	-	-	-	3.5
Rate	5.5%	5.3%	5.3%	5.0%	4.6%	5.0%	5.6%	5.0%	5.1%	-	-	-	5.2%
Rate (Sea. Adj.)	4.7%	4.8%	5.0%	5.4%	5.1%	4.7%	5.2%	5.0%	5.6%	-	-	-	5.1%
Total Employment	63.0	63.4	63.8	64.5	64.8	66.8	66.4	66.1	65.9	-	-	-	65.0
Total Nonfarm	59.9	60.9	61.6	62.3	62.9	63.5	62.9	63.3	63.7	-	-	-	62.3
Total Private	41.5	41.9	42.6	43.6	44.6	45.3	45.0	45.1	44.8	-	-	-	43.8
Goods Producing	7.2	7.2	7.3	7.5	7.6	7.6	7.7	7.9	7.8	-	-	-	7.5
Service-Providing	52.7	53.7	54.3	54.8	55.3	55.9	55.2	55.4	55.9	-	-	-	54.8
Private Service-Providing	34.3	34.7	35.3	36.1	37.0	37.7	37.3	37.2	37.0	-	-	-	36.3
Mining and Construction	3.6	3.6	3.7	3.8	3.9	3.9	4.0	4.1	4.1	-	-	-	3.9
Manufacturing	3.6	3.6	3.6	3.7	3.7	3.7	3.7	3.8	3.7	-	-	-	3.7
Trade, Transportation, and Utilities	9.1	9.2	9.1	9.4	9.3	9.5	9.5	9.5	9.4	-	-	-	9.3
Information	.5	.5	.5	.5	.5	.5	.5	.5	.5	-	-	-	.5
Financial Activities	1.5	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	-	-	-	1.6
Professional and Business Services	3.3	3.3	3.5	3.5	3.5	3.6	3.5	3.5	3.5	-	-	-	3.5
Educational and Health Services	6.9	6.9	7.0	7.1	7.1	7.0	7.0	7.2	7.3	-	-	-	7.1
Leisure and Hospitality	11.2	11.4	11.8	12.2	13.2	13.6	13.4	13.1	12.8	-	-	-	12.5
Other Services	1.8	1.8	1.8	1.8	1.8	1.9	1.8	1.8	1.9	-	-	-	1.8

Attachment C – Quarterly Census of Employment and Wages

Section II - A

QUARTERLY CENSUS OF EMPLOYMENT AND WAGES [ES-202] – CUSTOMIZED MACRO REPORT
ARIZONA -- TOTALS BY COUNTY -- 4th Quarter 2004 -- Run Date 7/20/05

County	Number of Establishments	----- EMPLOYMENT -----			Total Wages	AME	AWW
		October	November	December			
001 - Apache Co.	569	19,998	18,473	18,981	141,474,162	19,151	568
003 - Cochise Co.	2,214	35,289	35,550	35,443	287,838,257	35,427	625
005 - Coconino Co.	3,413	56,141	55,241	54,819	431,521,523	55,400	599
007 - Gila Co.	1,026	13,380	13,360	13,250	98,479,412	13,330	568
009 - Graham Co.	513	7,402	7,344	7,391	48,160,919	7,379	502
011 - Greenlee Co.	111	3,464	3,509	3,578	41,338,733	3,517	904
012 - La Paz Co.	351	6,082	6,298	6,021	36,591,143	6,134	459
013 - Maricopa Co.	81,473	1,663,153	1,680,891	1,696,280	17,491,675,204	1,680,108	801
015 - Mohave Co.	3,814	48,878	49,301	49,438	361,093,262	49,206	564
017 - Navajo Co.	1,805	26,812	26,596	26,805	193,013,135	26,738	555
019 - Pima Co.	17,898	344,515	348,122	350,031	3,161,165,166	347,556	700
021 - Pinal Co.	2,335	41,139	41,463	41,725	339,030,831	41,442	629
023 - Santa Cruz Co.	1,096	11,945	12,409	12,694	98,285,328	12,349	612
025 - Yavapai Co.	5,302	56,668	56,871	56,748	426,700,432	56,762	578
027 - Yuma Co.	2,916	62,877	68,517	77,355	451,508,802	69,583	499
994 - Refused to provide Co.							
995 - Statewide, Multi-Co.	196	1,656	1,695	1,698	28,974,033	1,683	1,324
998 - Out-Of-State, or No Co.	33	47	49	48	835,794	48	1,339
999 - Unknown Locations	4,821	8,752	9,255	9,474	125,585,007	9,160	1,055
State-Wide Totals	129,886	2,408,198	2,434,944	2,461,779	23,763,271,143	2,434,974	751

NOTE: Totals may not add due to rounding

**Attachment D - Coconino County
Growing/Declining Industries**

Section II - A

COCONINO COUNTY GROWING INDUSTRIES

Year Ago Rank	Quarter Ago Rank	Current Rank	<u>NAICS</u> Code	Industry	3-Year Job Growth
-	1	1	7211	Traveler accommodation	1,058
1	-	2	9200	Government	895
3	2	3	6214	Outpatient care centers	337
-	-	4	4871	Scenic and sightseeing transportation, land	107
-	-	5	5313	Activities related to real estate	77
-	-	6	6219	Other ambulatory health care services	62
-	-	7	5222	Nondepository credit intermediation	54
-	5	8	9999	Unclassified	51
-	-	9	6216	Home health care services	47

COCONINO COUNTY DECLINING INDUSTRIES

Year Ago Rank	Quarter Ago Rank	Current Rank	<u>NAICS</u> Code	Industry	3-Year Job Growth
-	-	1	6239	Other residential care facilities	-79
-	7	2	2371	Utility system construction	-73
2	2	3	4532	Office supplies, stationery, and gift stores	-73
-	-	4	5221	Depository credit intermediation	-71
1	3	5	4471	Gasoline stations	-51
-	-	6	4431	Electronics and appliance stores	-40
-	-	7	4237	Hardware and plumbing merchant wholesalers	-29
-	-	8	4251	Electronic markets and agents and brokers	-26
-	-	9	7212	RV parks and recreational camps	-24
-	-	10	3315	Foundries	-16

Attachment E – Occupational Projections

Section II - B

2004-2006 Flagstaff MSA Occupational Projections

Standard Occupation Classification (SOC)*		Employment		2 Year Change		Average Annual Openings		
SOC Code	SOC Title	2004 Estimated	2006 Projected	Number	Percent	Due to Growth	Due to Separations	Total
00-0000	Total, All Occupations	58,161	61,594	3,433	5.9%	1,717	1,564	3,281
11-0000	Management Occupations	2,915	3,073	158	5.4%	79	47	126
11-1000	Top Executives	624	666	42	6.7%	21	10	31
11-1011	Chief Executives	158	172	14	8.9%	7	3	10
11-1021	General and Operations Managers	430	457	27	6.3%	14	7	21
11-1031	Legislators	36	37	1	2.8%	1	1	2
11-2000	Advertising, Marketing, Promotions, Public Relations, and Sales Managers	205	221	16	7.8%	8	3	11
11-2011	Advertising and Promotions Managers	10	10	0	0.0%	0	0	0
11-2021	Marketing Managers	33	36	3	9.1%	2	1	3
11-2022	Sales Managers	135	147	12	8.9%	6	2	8
11-2031	Public Relations Managers	27	28	1	3.7%	1	1	2
11-3000	Operations Specialties Managers	493	526	33	6.7%	17	8	25
11-3011	Administrative Services Managers	88	94	6	6.8%	3	2	5
11-3021	Computer and Information Systems Managers	27	27	0	0.0%	0	1	1
11-3031	Financial Managers	204	217	13	6.4%	7	3	10
11-3040	Human Resources Managers	71	77	6	8.5%	3	1	4
11-3051	Industrial Production Managers	37	42	5	13.5%	3	1	4
11-	Purchasing Managers	40	42	2	5.0%	1	1	2

3061								
11-3071	Transportation, Storage, and Distribution Managers	26	27	1	3.8%	1	1	2
11-9000	Other Management Occupations	1,593	1,660	67	4.2%	34	26	60
11-9011	Farm, Ranch, and Other Agricultural Managers	15	15	0	0.0%	0	0	0
11-9012	Farmers and Ranchers	**	**	**	**	**	**	**
11-9021	Construction Managers	141	154	13	9.2%	7	2	9
11-9031	Education Administrators, Preschool and Child Care Center/Program	23	25	2	8.7%	1	1	2
11-9032	Education Administrators, Elementary and Secondary School	77	81	4	5.2%	2	2	4
11-9033	Education Administrators, Postsecondary	64	67	3	4.7%	2	2	4
11-9039	Education Administrators, All Other	**	**	**	0.0%	**	**	**
11-9041	Engineering Managers	43	45	2	4.7%	1	1	2
11-9051	Food Service Managers	303	317	14	4.6%	7	5	12
11-9061	Funeral Directors	**	**	**	0.0%	**	**	**
11-9071	Gaming Managers	**	**	**	**	**	**	**
11-9081	Lodging Managers	260	273	13	5.0%	7	4	11
11-9111	Medical and Health Services Managers	85	90	5	5.9%	3	2	5
11-9121	Natural Sciences Managers	90	88	-2	-2.2%	-1	2	1
11-9131	Postmasters and Mail Superintendents	**	**	**	-11.1%	**	**	**
11-9141	Property, Real Estate, and Community Association Managers	72	78	6	8.3%	3	1	4
11-9151	Social and Community Service Managers	98	103	5	5.1%	3	2	5
11-9199	Managers, All Other	304	307	3	1.0%	2	6	8

13-0000	Business and Financial Operations Occupations	1,507	1,611	104	6.9%	52	24	76
13-1000	Business Operations Specialists	855	907	52	6.1%	26	14	40
13-1011	Agents and Business Managers of Artists, Performers, and Athletes	**	**	**	**	**	**	**
13-1021	Purchasing Agents and Buyers, Farm Products	13	13	0	0.0%	0	1	1
13-1022	Wholesale and Retail Buyers, Except Farm Products	59	58	-1	-1.7%	-1	2	2
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	78	80	2	2.6%	1	2	3
13-1031	Claims Adjusters, Examiners, and Investigators	**	**	**	0.0%	**	**	**
13-1032	Insurance Appraisers, Auto Damage	**	**	**	50.0%	**	**	**
13-1041	Compliance Officers, Except Agriculture, Construction, Health and Safety, and Transportation	26	27	1	3.8%	1	1	2
13-1051	Cost Estimators	70	79	9	12.9%	5	2	7
13-1061	Emergency Management Specialists	**	**	**	100.0%	**	**	**
13-1071	Employment, Recruitment, and Placement Specialists	18	20	2	11.1%	1	0	1
13-1072	Compensation, Benefits, and Job Analysis Specialists	15	19	4	26.7%	2	0	2
13-1073	Training and Development Specialists	165	168	3	1.8%	2	2	4
13-1111	Management Analysts	155	171	16	10.3%	8	2	10
13-1121	Meeting and Convention Planners	**	**	**	0.0%	**	**	**
13-1199	Business Operations Specialists, All Other	244	258	14	5.7%	7	4	11
13-2000	Financial Specialists	652	704	52	8.0%	26	11	37
13-2011	Accountants and Auditors	363	392	29	8.0%	15	7	22
13-2021	Appraisers and Assessors of Real Estate	36	38	2	5.6%	1	1	2
13-2031	Budget Analysts	19	20	1	5.3%	1	1	2

13-2041	Credit Analysts	**	**	**	16.7%	**	**	**
13-2051	Financial Analysts	10	12	2	20.0%	1	0	1
13-2052	Personal Financial Advisors	75	82	7	9.3%	4	1	5
13-2061	Financial Examiners	**	**	**	**	**	**	**
13-2071	Loan Counselors	10	11	1	10.0%	1	0	1
13-2072	Loan Officers	42	44	2	4.8%	1	1	2
13-2081	Tax Examiners, Collectors, and Revenue Agents	10	10	0	0.0%	0	0	0
13-2082	Tax Preparers	25	28	3	12.0%	2	1	3
13-2099	Financial Specialists, All Other	50	53	3	6.0%	2	1	3
15-0000	Computer and Mathematical Occupations	443	476	33	7.4%	17	5	22
15-1000	Computer Specialists	431	463	32	7.4%	16	5	21
15-1011	Computer and Information Scientists, Research	11	11	0	0.0%	0	0	0
15-1021	Computer Programmers	43	45	2	4.7%	1	1	2
15-1031	Computer Software Engineers, Applications	18	20	2	11.1%	1	0	1
15-1032	Computer Software Engineers, Systems Software	59	61	2	3.4%	1	1	2
15-1041	Computer Support Specialists	93	100	7	7.5%	4	1	5
15-1051	Computer Systems Analysts	93	98	5	5.4%	3	1	4
15-1061	Database Administrators	36	41	5	13.9%	3	1	4
15-1071	Network and Computer Systems Administrators	38	41	3	7.9%	2	1	3
15-1081	Network Systems and Data Communications Analysts	39	45	6	15.4%	3	1	4
15-1099	Computer Specialists, All Other	**	**	**	0.0%	**	**	**

15-2000	Mathematical Scientists	12	13	1	8.3%	1	0	1
15-2021	Mathematicians	**	**	**	0.0%	**	**	**
15-2031	Operations Research Analysts	10	11	1	10.0%	1	0	1
15-2041	Statisticians	**	**	**	**	**	**	**
15-2099	Mathematical Science Occupations, All Other	**	**	**	0.0%	**	**	**
17-0000	Architecture and Engineering Occupations	511	549	38	7.4%	19	11	30
17-1000	Architects, Surveyors, and Cartographers	76	81	5	6.6%	3	2	5
17-1011	Architects, Except Landscape and Naval	16	17	1	6.3%	1	0	1
17-1012	Landscape Architects	17	18	1	5.9%	1	0	1
17-1021	Cartographers and Photogrammetrists	**	**	**	0.0%	**	**	**
17-1022	Surveyors	38	41	3	7.9%	2	2	4
17-1099	Architects, Surveyors, and Cartographers, All Other (OES Only)	**	**	**	**	**	**	**
17-2000	Engineers	232	255	23	9.9%	12	4	16
17-2011	Aerospace Engineers	**	**	**	**	**	**	**
17-2021	Agricultural Engineers	**	**	**	0.0%	**	**	**
17-2031	Biomedical Engineers	**	**	**	22.2%	**	**	**
17-2041	Chemical Engineers	**	**	**	25.0%	**	**	**
17-2051	Civil Engineers	82	88	6	7.3%	3	1	4
17-2061	Computer Hardware Engineers	**	**	**	0.0%	**	**	**
17-2071	Electrical Engineers	14	15	1	7.1%	1	1	2
17-2072	Electronics Engineers, Except Computer	**	**	**	0.0%	**	**	**

17-2081	Environmental Engineers	20	22	2	10.0%	1	1	2
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	**	**	**	11.1%	**	**	**
17-2112	Industrial Engineers	41	46	5	12.2%	3	1	4
17-2121	Marine Engineers and Naval Architects	**	**	**	**	**	**	**
17-2131	Materials Engineers	**	**	**	16.7%	**	**	**
17-2141	Mechanical Engineers	33	37	4	12.1%	2	1	3
17-2151	Mining and Geological Engineers, Including Mining Safety Engineers	**	**	**	0.0%	**	**	**
17-2161	Nuclear Engineers	**	**	**	**	**	**	**
17-2199	Engineers, All Other	**	**	**	0.0%	**	**	**
17-3000	Drafters, Engineering, and Mapping Technicians	203	213	10	4.9%	5	5	10
17-3011	Architectural and Civil Drafters	16	17	1	6.3%	1	1	2
17-3012	Electrical and Electronics Drafters	**	**	**	**	**	**	**
17-3013	Mechanical Drafters	16	17	1	6.3%	1	1	2
17-3021	Aerospace Engineering and Operations Technicians	**	**	**	**	**	**	**
17-3022	Civil Engineering Technicians	55	60	5	9.1%	3	1	4
17-3023	Electrical and Electronic Engineering Technicians	13	13	0	0.0%	0	1	1
17-3024	Electro-Mechanical Technicians	**	**	**	**	**	**	**
17-3025	Environmental Engineering Technicians	**	**	**	0.0%	**	**	**
17-3026	Industrial Engineering Technicians	16	15	-1	-6.3%	-1	1	1
17-3027	Mechanical Engineering Technicians	11	12	1	9.1%	1	0	1
17-	Surveying and Mapping Technicians	22	24	2	9.1%	1	1	2

3031								
17-3099	Drafters, Engineering, and Mapping Technicians, All Other (OES Only)	50	51	1	2.0%	1	1	2
19-0000	Life, Physical, and Social Science Occupations	864	883	19	2.2%	10	21	31
19-1000	Life Scientists	189	189	0	0.0%	0	5	5
19-1010	Agricultural and Food Scientists	49	52	3	6.1%	2	1	3
19-1021	Biochemists and Biophysicists	**	**	**	**	**	**	**
19-1022	Microbiologists	**	**	**	**	**	**	**
19-1023	Zoologists and Wildlife Biologists	47	45	-2	-4.3%	-1	2	1
19-1031	Conservation Scientists	23	22	-1	-4.3%	-1	1	1
19-1032	Foresters	31	30	-1	-3.2%	-1	1	1
19-1041	Epidemiologists	**	**	**	**	**	**	**
19-1042	Medical Scientists, Except Epidemiologists	**	**	**	0.0%	**	**	**
19-1099	Life Scientists, All Other	38	39	1	2.6%	1	1	2
19-2000	Physical Scientists	158	161	3	1.9%	2	4	6
19-2011	Astronomers	17	16	-1	-5.9%	-1	1	1
19-2021	Atmospheric and Space Scientists	14	13	-1	-7.1%	-1	1	1
19-2031	Chemists	15	17	2	13.3%	1	1	2
19-2032	Materials Scientists	11	12	1	9.1%	1	1	2
19-2041	Environmental Scientists and Specialists, Including Health	44	48	4	9.1%	2	1	3
19-2042	Geoscientists, Except Hydrologists and Geographers	24	23	-1	-4.2%	-1	1	1
19-2043	Hydrologists	19	19	0	0.0%	0	1	1

19-2099	Physical Scientists, All Other	14	13	-1	-7.1%	-1	1	1
19-3000	Social Scientists and Related Workers	253	265	12	4.7%	6	6	12
19-3011	Economists	**	**	**	0.0%	**	**	**
19-3021	Market Research Analysts	32	35	3	9.4%	2	1	3
19-3022	Survey Researchers	33	36	3	9.1%	2	1	3
19-3031	Clinical, Counseling, and School Psychologists	65	68	3	4.6%	2	2	4
19-3032	Industrial-Organizational Psychologists	**	**	**	**	**	**	**
19-3041	Sociologists	**	**	**	12.5%	**	**	**
19-3051	Urban and Regional Planners	28	29	1	3.6%	1	1	2
19-3091	Anthropologists and Archeologists	34	34	0	0.0%	0	1	1
19-3092	Geographers	**	**	**	0.0%	**	**	**
19-3093	Historians	**	**	**	**	**	**	**
19-3094	Political Scientists	**	**	**	**	**	**	**
19-3099	Social Scientists and Related Workers, All Other	32	32	0	0.0%	0	1	1
19-4000	Life, Physical, and Social Science Technicians	264	268	4	1.5%	2	6	8
19-4011	Agricultural and Food Science Technicians	**	**	**	**	**	**	**
19-4021	Biological Technicians	63	63	0	0.0%	0	1	1
19-4031	Chemical Technicians	13	16	3	23.1%	2	1	3
19-4041	Geological and Petroleum Technicians	**	**	**	**	**	**	**
19-4091	Environmental Science and Protection Technicians, Including Health	19	21	2	10.5%	1	1	2
19-4092	Forensic Science Technicians	**	**	**	**	**	**	**

19-4093	Forest and Conservation Technicians	107	105	-2	-1.9%	-1	3	2
19-4099	Life, Physical, and Social Science Technicians, All Other	61	61	0	0.0%	0	2	2
21-0000	Community and Social Services Occupations	961	1,005	44	4.6%	22	17	39
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	649	681	32	4.9%	16	12	28
21-1011	Substance Abuse and Behavioral Disorder Counselors	20	20	0	0.0%	0	1	1
21-1012	Educational, Vocational, and School Counselors	110	112	2	1.8%	1	3	4
21-1013	Marriage and Family Therapists	11	12	1	9.1%	1	0	1
21-1014	Mental Health Counselors	54	57	3	5.6%	2	1	3
21-1015	Rehabilitation Counselors	83	89	6	7.2%	3	2	5
21-1021	Child, Family, and School Social Workers	50	51	1	2.0%	1	1	2
21-1022	Medical and Public Health Social Workers	41	43	2	4.9%	1	1	2
21-1023	Mental Health and Substance Abuse Social Workers	33	37	4	12.1%	2	1	3
21-1091	Health Educators	19	20	1	5.3%	1	1	2
21-1092	Probation Officers and Correctional Treatment Specialists	144	150	6	4.2%	3	3	6
21-1093	Social and Human Service Assistants	84	90	6	7.1%	3	2	5
21-2000	Religious Workers	174	179	5	2.9%	3	3	6
21-2011	Clergy	87	89	2	2.3%	1	2	3
21-2021	Directors, Religious Activities and Education	**	**	**	3.4%	**	**	**
21-9000	Miscellaneous Counselors, Social, & Religious Workers	138	145	7	5.1%	4	3	7
21-9099	Counselors, Social, and Religious Workers, All Other (OES Only)	138	145	7	5.1%	4	3	7
23-0000	Legal Occupations	315	342	27	8.6%	14	2	16

23-1000	Lawyers, Judges, and Related Workers	215	234	19	8.8%	10	2	12
23-1011	Lawyers	193	211	18	9.3%	9	2	11
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	10	10	0	0.0%	0	0	0
23-1022	Arbitrators, Mediators, and Conciliators	**	**	**	0.0%	**	**	**
23-1023	Judges, Magistrate Judges, and Magistrates	11	12	1	9.1%	1	0	1
23-2000	Legal Support Workers	82	88	6	7.3%	3	0	3
23-2011	Paralegals and Legal Assistants	38	43	5	13.2%	3	0	3
23-2091	Court Reporters	11	11	0	0.0%	0	0	0
23-2092	Law Clerks	16	17	1	6.3%	1	0	1
23-2093	Title Examiners, Abstractors, and Searchers	17	17	0	0.0%	0	0	0
23-9000	Miscellaneous Legal & Related Workers	18	20	2	11.1%	1	0	1
23-9099	Legal and Related Workers, All Other (OES Only)	18	20	2	11.1%	1	0	1
25-0000	Education, Training, and Library Occupations	3,965	4,168	203	5.1%	102	78	180
25-1000	Postsecondary Teachers	1,283	1,370	87	6.8%	44	28	72
25-1011	Business Teachers, Postsecondary	92	99	7	7.6%	4	2	6
25-1021	Computer Science Teachers, Postsecondary	30	32	2	6.7%	1	1	2
25-1022	Mathematical Science Teachers, Postsecondary	35	37	2	5.7%	1	1	2
25-1031	Architecture Teachers, Postsecondary	**	**	**	**	**	**	**
25-1032	Engineering Teachers, Postsecondary	20	22	2	10.0%	1	1	2
25-1041	Agricultural Sciences Teachers, Postsecondary	**	**	**	**	**	**	**
25-1042	Biological Science Teachers, Postsecondary	54	57	3	5.6%	2	1	3

25-1043	Forestry and Conservation Science Teachers, Postsecondary	13	14	1	7.7%	1	1	2
25-1051	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	10	11	1	10.0%	1	0	1
25-1052	Chemistry Teachers, Postsecondary	23	24	1	4.3%	1	1	2
25-1053	Environmental Science Teachers, Postsecondary	12	13	1	8.3%	1	1	2
25-1054	Physics Teachers, Postsecondary	**	**	**	11.1%	**	**	**
25-1061	Anthropology and Archeology Teachers, Postsecondary	13	14	1	7.7%	1	1	2
25-1062	Area, Ethnic, and Cultural Studies Teachers, Postsecondary	**	**	**	33.3%	**	**	**
25-1063	Economics Teachers, Postsecondary	**	**	**	**	**	**	**
25-1064	Geography Teachers, Postsecondary	23	24	1	4.3%	1	1	2
25-1065	Political Science Teachers, Postsecondary	19	20	1	5.3%	1	1	2
25-1066	Psychology Teachers, Postsecondary	34	35	1	2.9%	1	1	2
25-1067	Sociology Teachers, Postsecondary	30	32	2	6.7%	1	1	2
25-1071	Health Specialties Teachers, Postsecondary	75	81	6	8.0%	3	2	5
25-1072	Nursing Instructors and Teachers, Postsecondary	29	31	2	6.9%	1	1	2
25-1081	Education Teachers, Postsecondary	**	**	**	**	**	**	**
25-1082	Library Science Teachers, Postsecondary	**	**	**	**	**	**	**
25-1111	Criminal Justice and Law Enforcement Teachers, Postsecondary	25	27	2	8.0%	1	1	2
25-1112	Law Teachers, Postsecondary	**	**	**	**	**	**	**
25-1113	Social Work Teachers, Postsecondary	**	**	**	0.0%	**	**	**
25-1121	Art, Drama, and Music Teachers, Postsecondary	61	66	5	8.2%	3	2	5
25-1122	Communications Teachers, Postsecondary	36	39	3	8.3%	2	1	3

25-1123	English Language and Literature Teachers, Postsecondary	70	74	4	5.7%	2	2	4
25-1124	Foreign Language and Literature Teachers, Postsecondary	26	27	1	3.8%	1	1	2
25-1125	History Teachers, Postsecondary	13	14	1	7.7%	1	1	2
25-1126	Philosophy and Religion Teachers, Postsecondary	14	15	1	7.1%	1	1	2
25-1191	Graduate Teaching Assistants	311	332	21	6.8%	11	7	18
25-1192	Home Economics Teachers, Postsecondary	**	**	**	14.3%	**	**	**
25-1193	Recreation and Fitness Studies Teachers, Postsecondary	**	**	**	0.0%	**	**	**
25-1194	Vocational Education Teachers, Postsecondary	75	79	4	5.3%	2	2	4
25-1199	Postsecondary Teachers, All Other	117	125	8	6.8%	4	3	7
25-2000	Primary, Secondary, and Special Education School Teachers	1,558	1,631	73	4.7%	37	31	68
25-2011	Preschool Teachers, Except Special Education	176	186	10	5.7%	5	2	7
25-2012	Kindergarten Teachers, Except Special Education	47	49	2	4.3%	1	1	2
25-2021	Elementary School Teachers, Except Special Education	597	624	27	4.5%	14	12	26
25-2022	Middle School Teachers, Except Special and Vocational Education	236	243	7	3.0%	4	5	9
25-2023	Vocational Education Teachers, Middle School	17	17	0	0.0%	0	1	1
25-2031	Secondary School Teachers, Except Special and Vocational Education	273	287	14	5.1%	7	7	14
25-2032	Vocational Education Teachers, Secondary School	42	44	2	4.8%	1	1	2
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	93	99	6	6.5%	3	2	5
25-2042	Special Education Teachers, Middle School	49	52	3	6.1%	2	1	3
25-2043	Special Education Teachers, Secondary School	28	30	2	7.1%	1	1	2
25-3000	Other Teachers and Instructors	182	180	-2	-1.1%	-1	2	1

25-3011	Adult Literacy, Remedial Education, and GED Teachers and Instructors	**	**	**	0.0%	**	**	**
25-3021	Self-Enrichment Education Teachers	17	19	2	11.8%	1	0	1
25-3999	Teachers, Primary, Secondary, and Adult, All Other (OES Only)	160	156	-4	-2.5%	-2	2	0
25-4000	Librarians, Curators, and Archivists	204	210	6	2.9%	3	6	9
25-4010	Archivists, Curators, and Museum Technicians	11	11	0	0.0%	0	0	0
25-4021	Librarians	81	82	1	1.2%	1	2	3
25-4031	Library Technicians	112	117	5	4.5%	3	5	8
25-9000	Other Education, Training, and Library Occupations	738	777	39	5.3%	20	13	33
25-9011	Audio-Visual Collections Specialists	**	**	**	0.0%	**	**	**
25-9021	Farm and Home Management Advisors	**	**	**	**	**	**	**
25-9031	Instructional Coordinators	173	182	9	5.2%	5	3	8
25-9041	Teacher Assistants	564	594	30	5.3%	15	10	25
25-9199	Library, Museum, Training, and Other Education Workers, All Other (OES Only)	**	**	**	**	**	**	**
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	661	695	34	5.1%	17	12	29
27-1000	Art and Design Workers	189	201	12	6.3%	6	2	8
27-1011	Art Directors	13	14	1	7.7%	1	1	2
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	**	**	**	**	**	**	**
27-1014	Multi-Media Artists and Animators	**	**	**	11.1%	**	**	**
27-1021	Commercial and Industrial Designers	10	11	1	10.0%	1	0	1
27-1022	Fashion Designers	**	**	**	0.0%	**	**	**
27-1023	Floral Designers	34	35	1	2.9%	1	1	2

27-1024	Graphic Designers	63	71	8	12.7%	4	1	5
27-1025	Interior Designers	**	**	**	0.0%	**	**	**
27-1026	Merchandise Displayers and Window Trimmers	17	17	0	0.0%	0	0	0
27-1027	Set and Exhibit Designers	**	**	**	0.0%	**	**	**
27-1099	Art and Design Workers, All Other (OES Only)	26	26	0	0.0%	0	1	1
27-2000	Entertainers and Performers, Sports and Related Workers	140	148	8	5.7%	4	4	8
27-2011	Actors	12	13	1	8.3%	1	0	1
27-2012	Producers and Directors	25	26	1	4.0%	1	1	2
27-2021	Athletes and Sports Competitors	**	**	**	**	**	**	**
27-2022	Coaches and Scouts	41	43	2	4.9%	1	1	2
27-2023	Umpires, Referees, and Other Sports Officials	**	**	**	**	**	**	**
27-2031	Dancers	**	**	**	**	**	**	**
27-2032	Choreographers	32	33	1	3.1%	1	2	3
27-2041	Music Directors and Composers	**	**	**	12.5%	**	**	**
27-2042	Musicians and Singers	22	24	2	9.1%	1	1	2
27-2099	Entertainers and Performers, Sports and Related Workers, All Other	**	**	**	**	**	**	**
27-3000	Media and Communication Workers	235	246	11	4.7%	6	4	10
27-3010	Announcers	37	40	3	8.1%	2	1	3
27-3020	News Analysts, Reporters and Correspondents	55	56	1	1.8%	1	1	2
27-3031	Public Relations Specialists	50	55	5	10.0%	3	1	4
27-3041	Editors	52	52	0	0.0%	0	1	1

27-3042	Technical Writers	**	**	**	14.3%	**	**	**
27-3043	Writers and Authors	20	21	1	5.0%	1	1	2
27-3091	Interpreters and Translators	**	**	**	0.0%	**	**	**
27-3099	Media and Communication Workers, All Other	13	13	0	0.0%	0	0	0
27-4000	Media and Communication Equipment Workers	97	100	3	3.1%	2	2	4
27-4011	Audio and Video Equipment Technicians	13	13	0	0.0%	0	1	1
27-4012	Broadcast Technicians	12	12	0	0.0%	0	1	1
27-4013	Radio Operators	**	**	**	**	**	**	**
27-4014	Sound Engineering Technicians	**	**	**	**	**	**	**
27-4021	Photographers	35	37	2	5.7%	1	1	2
27-4031	Camera Operators, Television, Video, and Motion Picture	**	**	**	0.0%	**	**	**
27-4032	Film and Video Editors	13	13	0	0.0%	0	0	0
27-4099	Media and Communication Equipment Workers, All Other	15	16	1	6.7%	1	1	2
29-0000	Healthcare Practitioners and Technical Occupations	2,897	3,032	135	4.7%	68	50	118
29-1000	Health Diagnosing and Treating Practitioners	1,698	1,778	80	4.7%	40	30	70
29-1011	Chiropractors	33	34	1	3.0%	1	1	2
29-1020	Dentists	160	167	7	4.4%	4	3	7
29-1031	Dietitians and Nutritionists	14	15	1	7.1%	1	1	2
29-1041	Optometrists	**	**	**	0.0%	**	**	**
29-1051	Pharmacists	35	39	4	11.4%	2	1	3
29-1061	Anesthesiologists	69	71	2	2.9%	1	1	2

29-1062	Family and General Practitioners	55	56	1	1.8%	1	1	2
29-1063	Internists, General	13	13	0	0.0%	0	0	0
29-1064	Obstetricians and Gynecologists	**	**	**	**	**	**	**
29-1065	Pediatricians, General	**	**	**	0.0%	**	**	**
29-1066	Psychiatrists	11	11	0	0.0%	0	0	0
29-1067	Surgeons	**	**	**	**	**	**	**
29-1069	Physicians and Surgeons, All Other	109	110	1	0.9%	1	2	3
29-1071	Physician Assistants	39	42	3	7.7%	2	1	3
29-1111	Registered Nurses	647	677	30	4.6%	15	12	27
29-1121	Audiologists	**	**	**	0.0%	**	**	**
29-1122	Occupational Therapists	13	13	0	0.0%	0	0	0
29-1123	Physical Therapists	116	124	8	6.9%	4	1	5
29-1124	Radiation Therapists	**	**	**	10.0%	**	**	**
29-1125	Recreational Therapists	**	**	**	0.0%	**	**	**
29-1126	Respiratory Therapists	**	**	**	7.9%	**	**	**
29-1127	Speech-Language Pathologists	43	45	2	4.7%	1	1	2
29-1131	Veterinarians	12	13	1	8.3%	1	1	2
29-1199	Health Diagnosing and Treating Practitioners, All Other	132	137	5	3.8%	3	3	6
29-2000	Health Technologists and Technicians	1,109	1,161	52	4.7%	26	19	45
29-2011	Medical and Clinical Laboratory Technologists	89	91	2	2.2%	1	3	4
29-2012	Medical and Clinical Laboratory Technicians	22	23	1	4.5%	1	1	2

29-2021	Dental Hygienists	32	34	2	6.3%	1	0	1
29-2031	Cardiovascular Technologists and Technicians	47	51	4	8.5%	2	1	3
29-2032	Diagnostic Medical Sonographers	22	23	1	4.5%	1	1	2
29-2033	Nuclear Medicine Technologists	11	12	1	9.1%	1	0	1
29-2034	Radiologic Technologists and Technicians	148	154	6	4.1%	3	3	6
29-2041	Emergency Medical Technicians and Paramedics	51	54	3	5.9%	2	1	3
29-2051	Dietetic Technicians	22	23	1	4.5%	1	1	2
29-2052	Pharmacy Technicians	47	51	4	8.5%	2	1	3
29-2053	Psychiatric Technicians	61	62	1	1.6%	1	1	2
29-2054	Respiratory Therapy Technicians	**	**	**	**	**	**	**
29-2055	Surgical Technologists	**	**	**	0.0%	**	**	**
29-2056	Veterinary Technologists and Technicians	41	47	6	14.6%	3	1	4
29-2061	Licensed Practical and Licensed Vocational Nurses	313	321	8	2.6%	4	7	11
29-2071	Medical Records and Health Information Technicians	175	186	11	6.3%	6	2	8
29-2081	Opticians, Dispensing	25	26	1	4.0%	1	1	2
29-9000	Other Healthcare Practitioners and Technical Occupations	24	24	0	0.0%	0	1	1
29-9010	Occupational Health and Safety Specialists and Technicians	**	**	**	0.0%	**	**	**
29-9091	Athletic Trainers	15	15	0	0.0%	0	1	1
29-9100	Other Health Practitioners And Technical Workers	66	69	3	4.5%	2	1	3
29-9199	Health Professionals and Technicians, All Other (OES Only)	66	69	3	4.5%	2	1	3
31-0000	Healthcare Support Occupations	1,335	1,416	81	6.1%	41	21	62

31-1000	Nursing, Psychiatric, and Home Health Aides	767	810	43	5.6%	22	9	31
31-1011	Home Health Aides	302	326	24	7.9%	12	4	16
31-1012	Nursing Aides, Orderlies, and Attendants	465	484	19	4.1%	10	6	16
31-1013	Psychiatric Aides	**	**	**	**	**	**	**
31-2000	Occupational and Physical Therapist Assistants and Aides	48	51	3	6.3%	2	1	3
31-2011	Occupational Therapist Assistants	**	**	**	0.0%	**	**	**
31-2021	Physical Therapist Assistants	19	20	1	5.3%	1	1	2
31-2022	Physical Therapist Aides	28	30	2	7.1%	1	1	2
31-9000	Other Healthcare Support Occupations	520	555	35	6.7%	18	11	29
31-9011	Massage Therapists	29	30	1	3.4%	1	1	2
31-9091	Dental Assistants	150	160	10	6.7%	5	4	9
31-9092	Medical Assistants	134	149	15	11.2%	8	3	11
31-9093	Medical Equipment Preparers	**	**	**	**	**	**	**
31-9094	Medical Transcriptionists	105	109	4	3.8%	2	2	4
31-9095	Pharmacy Aides	**	**	**	28.6%	**	**	**
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	**	**	**	0.0%	**	**	**
31-9099	Healthcare Support Workers, All Other	90	93	3	3.3%	2	2	4
33-0000	Protective Service Occupations	1,253	1,308	55	4.4%	28	46	74
33-1000	First-Line Supervisors/Managers, Protective Service Workers	169	175	6	3.6%	3	6	9
33-1011	First-Line Supervisors/Managers of Correctional Officers	**	**	**	9.1%	**	**	**
33-1012	First-Line Supervisors/Managers of Police and Detectives	60	62	2	3.3%	1	2	3

33-1021	First-Line Supervisors/Managers of Fire Fighting and Prevention Workers	49	52	3	6.1%	2	2	4
33-1099	First-Line Supervisors/Managers, Protective Service Workers, All Other	49	49	0	0.0%	0	1	1
33-2000	Fire Fighting and Prevention Workers	205	219	14	6.8%	7	6	13
33-2011	Fire Fighters	198	212	14	7.1%	7	6	13
33-2021	Fire Inspectors and Investigators	**	**	**	0.0%	**	**	**
33-2022	Forest Fire Inspectors and Prevention Specialists	**	**	**	**	**	**	**
33-3000	Law Enforcement Workers	306	323	17	5.6%	9	7	16
33-3011	Bailiffs	**	**	**	0.0%	**	**	**
33-3012	Correctional Officers and Jailers	20	21	1	5.0%	1	1	2
33-3021	Detectives and Criminal Investigators	47	48	1	2.1%	1	1	2
33-3031	Fish and Game Wardens	**	**	**	**	**	**	**
33-3041	Parking Enforcement Workers	**	**	**	0.0%	**	**	**
33-3051	Police and Sheriff's Patrol Officers	233	248	15	6.4%	8	6	14
33-3052	Transit and Railroad Police	**	**	**	**	**	**	**
33-9000	Other Protective Service Workers	573	591	18	3.1%	9	28	37
33-9011	Animal Control Workers	22	22	0	0.0%	0	3	3
33-9021	Private Detectives and Investigators	17	18	1	5.9%	1	1	2
33-9031	Gaming Surveillance Officers and Gaming Investigators	**	**	**	**	**	**	**
33-9032	Security Guards	377	396	19	5.0%	10	9	19
33-9091	Crossing Guards	**	**	**	0.0%	**	**	**
33-	Protective Service Workers, All Other	145	143	-2	-1.4%	-1	16	15

9099								
35-0000	Food Preparation and Serving Related Occupations	8,103	8,552	449	5.5%	225	401	626
35-1000	Supervisors, Food Preparation and Serving Workers	629	663	34	5.4%	17	17	34
35-1011	Chefs and Head Cooks	98	104	6	6.1%	3	4	7
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	531	559	28	5.3%	14	14	28
35-2000	Cooks and Food Preparation Workers	2,073	2,181	108	5.2%	54	87	141
35-2011	Cooks, Fast Food	351	364	13	3.7%	7	14	21
35-2012	Cooks, Institution and Cafeteria	161	161	0	0.0%	0	7	7
35-2013	Cooks, Private Household	**	**	**	**	**	**	**
35-2014	Cooks, Restaurant	599	633	34	5.7%	17	24	41
35-2015	Cooks, Short Order	167	172	5	3.0%	3	7	10
35-2021	Food Preparation Workers	795	851	56	7.0%	28	36	64
35-3000	Food and Beverage Serving Workers	4,008	4,248	240	6.0%	120	235	355
35-3011	Bartenders	362	377	15	4.1%	8	14	22
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,612	1,721	109	6.8%	55	88	143
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	323	341	18	5.6%	9	34	43
35-3031	Waiters and Waitresses	1,630	1,725	95	5.8%	48	95	143
35-3041	Food Servers, Nonrestaurant	81	84	3	3.7%	2	4	6
35-9000	Other Food Preparation and Serving Related Workers	1,393	1,460	67	4.8%	34	62	96
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	486	511	25	5.1%	13	22	35
35-9021	Dishwashers	594	617	23	3.9%	12	29	41

35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	310	329	19	6.1%	10	12	22
35-9099	Food Preparation and Serving Related Workers, All Other	**	**	**	0.0%	**	**	**
37-0000	Building and Grounds Cleaning and Maintenance Occupations	2,864	3,033	169	5.9%	85	57	142
37-1000	Supervisors, Building and Grounds Cleaning and Maintenance Workers	257	272	15	5.8%	8	5	13
37-1011	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	185	195	10	5.4%	5	4	9
37-1012	First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers	72	77	5	6.9%	3	1	4
37-2000	Building Cleaning and Pest Control Workers	2,127	2,248	121	5.7%	61	42	103
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	821	868	47	5.7%	24	16	40
37-2012	Maids and Housekeeping Cleaners	1,299	1,373	74	5.7%	37	27	64
37-2021	Pest Control Workers	**	**	**	0.0%	**	**	**
37-3000	Grounds Maintenance Workers	480	513	33	6.9%	17	11	28
37-3011	Landscaping and Groundskeeping Workers	470	503	33	7.0%	17	11	28
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	**	**	**	0.0%	**	**	**
37-3013	Tree Trimmers and Pruners	**	**	**	**	**	**	**
37-9099	Building and Grounds Cleaning and Maintenance Workers, All Other (OES Only)	**	**	**	0.0%	**	**	**
39-0000	Personal Care and Service Occupations	1,416	1,480	64	4.5%	32	38	70
39-1000	Supervisors, Personal Care and Service Workers	135	137	2	1.5%	1	4	5
39-1011	Gaming Supervisors	**	**	**	**	**	**	**
39-1021	First-Line Supervisors/Managers of Personal Service Workers	135	137	2	1.5%	1	4	5
39-2000	Animal Care and Service Workers	60	64	4	6.7%	2	2	4
39-	Animal Trainers	**	**	**	**	**	**	**

2011								
39-2021	Nonfarm Animal Caretakers	60	64	4	6.7%	2	2	4
39-3000	Entertainment Attendants and Related Workers	251	268	17	6.8%	9	9	18
39-3011	Gaming Dealers	**	**	**	**	**	**	**
39-3012	Gaming and Sports Book Writers and Runners	**	**	**	**	**	**	**
39-3021	Motion Picture Projectionists	**	**	**	**	**	**	**
39-3031	Ushers, Lobby Attendants, and Ticket Takers	**	**	**	**	**	**	**
39-3091	Amusement and Recreation Attendants	235	251	16	6.8%	8	9	17
39-3092	Costume Attendants	**	**	**	**	**	**	**
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	**	**	**	6.3%	**	**	**
39-3199	Gaming Workers, All Other (OES Only)	**	**	**	**	**	**	**
39-4000	Funeral Service Workers	**	**	**	-5.6%	**	**	**
39-4011	Embalmers	**	**	**	-10.0%	**	**	**
39-4021	Funeral Attendants	**	**	**	0.0%	**	**	**
39-5000	Personal Appearance Workers	144	145	1	0.7%	1	3	4
39-5011	Barbers	51	50	-1	-2.0%	-1	2	2
39-5012	Hairdressers, Hairstylists, and Cosmetologists	93	95	2	2.2%	1	2	3
39-6000	Transportation, Tourism, and Lodging Attendants	217	226	9	4.1%	5	6	11
39-6011	Baggage Porters and Bellhops	59	62	3	5.1%	2	2	4
39-6012	Concierges	20	22	2	10.0%	1	1	2
39-6021	Tour Guides and Escorts	53	56	3	5.7%	2	2	4
39-	Travel Guides	69	71	2	2.9%	1	2	3

6022								
39-6031	Flight Attendants	**	**	**	-6.7%	**	**	**
39-6032	Transportation Attendants, Except Flight Attendants and Baggage Porters	**	**	**	0.0%	**	**	**
39-9000	Other Personal Care and Service Workers	591	623	32	5.4%	16	15	31
39-9011	Child Care Workers	253	261	8	3.2%	4	8	12
39-9021	Personal and Home Care Aides	22	25	3	13.6%	2	1	3
39-9031	Fitness Trainers and Aerobics Instructors	93	103	10	10.8%	5	2	7
39-9032	Recreation Workers	192	202	10	5.2%	5	5	10
39-9041	Residential Advisors	22	23	1	4.5%	1	1	2
39-9099	Personal Care and Service Workers, All Other	**	**	**	0.0%	**	**	**
41-0000	Sales and Related Occupations	6,397	6,825	428	6.7%	214	248	462
41-1000	Supervisors, Sales Workers	1,062	1,111	49	4.6%	25	18	43
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	963	1,005	42	4.4%	21	16	37
41-1012	First-Line Supervisors/Managers of Non-Retail Sales Workers	99	106	7	7.1%	4	2	6
41-2000	Retail Sales Workers	3,982	4,231	249	6.3%	125	200	325
41-2011	Cashiers	1,647	1,759	112	6.8%	56	107	163
41-2012	Gaming Change Persons and Booth Cashiers	**	**	**	**	**	**	**
41-2021	Counter and Rental Clerks	131	142	11	8.4%	6	6	12
41-2022	Parts Salespersons	89	95	6	6.7%	3	3	6
41-2031	Retail Salespersons	2,115	2,235	120	5.7%	60	85	145
41-3000	Sales Representatives, Services	152	165	13	8.6%	7	3	10

41-3011	Advertising Sales Agents	25	27	2	8.0%	1	1	2
41-3021	Insurance Sales Agents	94	100	6	6.4%	3	2	5
41-3031	Securities, Commodities, and Financial Services Sales Agents	18	19	1	5.6%	1	0	1
41-3041	Travel Agents	15	19	4	26.7%	2	1	3
41-4000	Sales Representatives, Wholesale and Manufacturing	761	854	93	12.2%	47	20	67
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	30	32	2	6.7%	1	1	2
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	731	822	91	12.4%	46	19	65
41-9000	Other Sales and Related Workers	440	464	24	5.5%	12	8	20
41-9011	Demonstrators and Product Promoters	**	**	**	0.0%	**	**	**
41-9012	Models	**	**	**	**	**	**	**
41-9021	Real Estate Brokers	55	59	4	7.3%	2	1	3
41-9022	Real Estate Sales Agents	213	225	12	5.6%	6	4	10
41-9031	Sales Engineers	**	**	**	0.0%	**	**	**
41-9041	Telemarketers	71	73	2	2.8%	1	1	2
41-9091	Door-To-Door Sales Workers, News and Street Vendors, and Related Workers	**	**	**	**	**	**	**
41-9099	Sales and Related Workers, All Other	93	99	6	6.5%	3	2	5
43-0000	Office and Administrative Support Occupations	9,155	9,536	381	4.2%	191	226	417
43-1000	Supervisors, Office and Administrative Support Workers	548	577	29	5.3%	15	11	26
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	548	577	29	5.3%	15	11	26
43-2000	Communications Equipment Operators	114	114	0	0.0%	0	3	3
43-	Switchboard Operators, Including Answering Service	85	88	3	3.5%	2	2	4

2011								
43-2021	Telephone Operators	25	22	-3	-12.0%	-2	1	-1
43-2099	Communications Equipment Operators, All Other	**	**	**	0.0%	**	**	**
43-3000	Financial Clerks	1,469	1,544	75	5.1%	38	36	74
43-3011	Bill and Account Collectors	87	97	10	11.5%	5	2	7
43-3021	Billing and Posting Clerks and Machine Operators	237	245	8	3.4%	4	4	8
43-3031	Bookkeeping, Accounting, and Auditing Clerks	798	831	33	4.1%	17	14	31
43-3041	Gaming Cage Workers	**	**	**	**	**	**	**
43-3051	Payroll and Timekeeping Clerks	81	83	2	2.5%	1	2	3
43-3061	Procurement Clerks	17	16	-1	-5.9%	-1	1	1
43-3071	Tellers	249	272	23	9.2%	12	14	26
43-4000	Information and Record Clerks	2,298	2,429	131	5.7%	66	62	128
43-4011	Brokerage Clerks	**	**	**	0.0%	**	**	**
43-4021	Correspondence Clerks	**	**	**	**	**	**	**
43-4031	Court, Municipal, and License Clerks	64	67	3	4.7%	2	2	4
43-4041	Credit Authorizers, Checkers, and Clerks	**	**	**	0.0%	**	**	**
43-4051	Customer Service Representatives	482	517	35	7.3%	18	7	25
43-4061	Eligibility Interviewers, Government Programs	41	41	0	0.0%	0	1	1
43-4071	File Clerks	44	45	1	2.3%	1	2	3
43-4081	Hotel, Motel, and Resort Desk Clerks	394	422	28	7.1%	14	20	34
43-4111	Interviewers, Except Eligibility and Loan	129	138	9	7.0%	5	4	9
43-	Library Assistants, Clerical	70	72	2	2.9%	1	3	4

4121								
43-4131	Loan Interviewers and Clerks	31	32	1	3.2%	1	1	2
43-4141	New Accounts Clerks	18	20	2	11.1%	1	1	2
43-4151	Order Clerks	112	116	4	3.6%	2	3	5
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	97	101	4	4.1%	2	2	4
43-4171	Receptionists and Information Clerks	569	612	43	7.6%	22	15	37
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	56	60	4	7.1%	2	2	4
43-4999	Financial, Information, and Record Clerks, All Other (OES Only)	185	180	-5	-2.7%	-3	3	1
43-5000	Material Recording, Scheduling, Dispatching, and Distributing Workers	1,213	1,250	37	3.1%	19	42	61
43-5011	Cargo and Freight Agents	18	19	1	5.6%	1	1	2
43-5021	Couriers and Messengers	37	37	0	0.0%	0	1	1
43-5031	Police, Fire, and Ambulance Dispatchers	74	77	3	4.1%	2	2	4
43-5032	Dispatchers, Except Police, Fire, and Ambulance	38	40	2	5.3%	1	1	2
43-5041	Meter Readers, Utilities	16	16	0	0.0%	0	1	1
43-5051	Postal Service Clerks	39	38	-1	-2.6%	-1	1	1
43-5052	Postal Service Mail Carriers	122	119	-3	-2.5%	-2	4	3
43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	50	48	-2	-4.0%	-1	1	0
43-5061	Production, Planning, and Expediting Clerks	79	84	5	6.3%	3	2	5
43-5071	Shipping, Receiving, and Traffic Clerks	226	247	21	9.3%	11	5	16
43-5081	Stock Clerks and Order Fillers	508	518	10	2.0%	5	26	31
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	**	**	**	16.7%	**	**	**

43-5199	Material Recording, Scheduling, Dispatching, and Distributing Workers, All Other (OES Only)	**	**	**	**	**	**	**
43-6000	Secretaries and Administrative Assistants	1,371	1,428	57	4.2%	29	25	54
43-6011	Executive Secretaries and Administrative Assistants	504	524	20	4.0%	10	9	19
43-6012	Legal Secretaries	76	83	7	9.2%	4	2	6
43-6013	Medical Secretaries	113	118	5	4.4%	3	2	5
43-6014	Secretaries, Except Legal, Medical, and Executive	678	703	25	3.7%	13	12	25
43-9000	Other Office and Administrative Support Workers	2,142	2,194	52	2.4%	26	49	75
43-9011	Computer Operators	81	83	2	2.5%	1	2	3
43-9021	Data Entry Keyers	53	54	1	1.9%	1	2	3
43-9022	Word Processors and Typists	58	56	-2	-3.4%	-1	2	1
43-9031	Desktop Publishers	**	**	**	0.0%	**	**	**
43-9041	Insurance Claims and Policy Processing Clerks	**	**	**	50.0%	**	**	**
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	152	151	-1	-0.7%	-1	5	5
43-9061	Office Clerks, General	1,754	1,803	49	2.8%	25	39	64
43-9071	Office Machine Operators, Except Computer	**	**	**	0.0%	**	**	**
43-9081	Proofreaders and Copy Markers	**	**	**	20.0%	**	**	**
43-9111	Statistical Assistants	**	**	**	**	**	**	**
43-9999	Secretaries, Administrative Assistants, and Other Office Support Workers, All Other (OES Only)	28	29	1	3.6%	1	1	2
45-0000	Farming, Fishing, and Forestry Occupations	120	124	4	3.3%	2	3	5
45-1000	Supervisors, Farming, Fishing, and Forestry Workers	**	**	**	0.0%	**	**	**

45-1011	First-Line Supervisors/Managers of Farming, Fishing, and Forestry Workers	**	**	**	0.0%	**	**	**
45-1012	Farm Labor Contractors	**	**	**	**	**	**	**
45-2000	Agricultural Workers	102	105	3	2.9%	2	3	5
45-2011	Agricultural Inspectors	**	**	**	**	**	**	**
45-2021	Animal Breeders	**	**	**	**	**	**	**
45-2041	Graders and Sorters, Agricultural Products	**	**	**	**	**	**	**
45-2091	Agricultural Equipment Operators	**	**	**	0.0%	**	**	**
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	87	91	4	4.6%	2	3	5
45-2093	Farmworkers, Farm and Ranch Animals	12	11	-1	-8.3%	-1	1	1
45-3000	Fishing and Hunting Workers	**	**	**	**	**	**	**
45-3011	Fishers and Related Fishing Workers	**	**	**	**	**	**	**
45-3021	Hunters and Trappers	**	**	**	**	**	**	**
45-4000	Forest, Conservation, and Logging Workers	**	**	**	14.3%	**	**	**
45-4011	Forest and Conservation Workers	**	**	**	**	**	**	**
45-4021	Fallers	**	**	**	0.0%	**	**	**
45-4022	Logging Equipment Operators	**	**	**	16.7%	**	**	**
45-4023	Log Graders and Scalers	**	**	**	**	**	**	**
45-9000	Other Farming, Fishing, and Forestry Workers	**	**	**	0.0%	**	**	**
45-9099	Farming, Fishing, and Forestry Workers, All Other (OES Only)	**	**	**	0.0%	**	**	**
47-0000	Construction and Extraction Occupations	3,931	4,352	421	10.7%	211	72	283
47-1000	Supervisors, Construction and Extraction Workers	269	298	29	10.8%	15	4	19

47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	269	298	29	10.8%	15	4	19
47-2000	Construction Trades Workers	3,133	3,483	350	11.2%	175	52	227
47-2011	Boilermakers	**	**	**	11.1%	**	**	**
47-2021	Brickmasons and Blockmasons	161	178	17	10.6%	9	2	11
47-2022	Stonemasons	**	**	**	0.0%	**	**	**
47-2031	Carpenters	1,058	1,180	122	11.5%	61	16	77
47-2041	Carpet Installers	92	103	11	12.0%	6	1	7
47-2044	Tile and Marble Setters	44	48	4	9.1%	2	1	3
47-2051	Cement Masons and Concrete Finishers	137	155	18	13.1%	9	3	12
47-2061	Construction Laborers	384	430	46	12.0%	23	5	28
47-2071	Paving, Surfacing, and Tamping Equipment Operators	55	57	2	3.6%	1	1	2
47-2072	Pile-Driver Operators	**	**	**	**	**	**	**
47-2073	Operating Engineers and Other Construction Equipment Operators	188	203	15	8.0%	8	5	13
47-2081	Drywall and Ceiling Tile Installers	34	38	4	11.8%	2	1	3
47-2082	Tapers	22	26	4	18.2%	2	1	3
47-2111	Electricians	155	174	19	12.3%	10	3	13
47-2121	Glaziers	**	**	**	0.0%	**	**	**
47-2130	Insulation Workers	98	109	11	11.2%	6	3	9
47-2141	Painters, Construction and Maintenance	283	309	26	9.2%	13	4	17
47-2151	Pipelayers	60	68	8	13.3%	4	2	6
47-2152	Plumbers, Pipefitters, and Steamfitters	221	248	27	12.2%	14	5	19

47-2161	Plasterers and Stucco Masons	**	**	**	11.1%	**	**	**
47-2171	Reinforcing Iron and Rebar Workers	**	**	**	0.0%	**	**	**
47-2181	Roofers	79	89	10	12.7%	5	2	7
47-2211	Sheet Metal Workers	12	14	2	16.7%	1	1	2
47-2221	Structural Iron and Steel Workers	14	15	1	7.1%	1	1	2
47-3000	Helpers, Construction Trades	276	305	29	10.5%	15	12	27
47-3011	Helpers—Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	95	104	9	9.5%	5	4	9
47-3012	Helpers—Carpenters	61	68	7	11.5%	4	3	7
47-3013	Helpers—Electricians	20	22	2	10.0%	1	1	2
47-3014	Helpers—Painters, Paperhangers, Plasterers, and Stucco Masons	20	22	2	10.0%	1	1	2
47-3015	Helpers—Pipelayers, Plumbers, Pipefitters, and Steamfitters	70	78	8	11.4%	4	3	7
47-3016	Helpers—Roofers	10	11	1	10.0%	1	1	2
47-3019	Helpers, Construction Trades, All Other	**	**	**	**	**	**	**
47-4000	Other Construction and Related Workers	236	247	11	4.7%	6	4	10
47-4011	Construction and Building Inspectors	44	45	1	2.3%	1	1	2
47-4031	Fence Erectors	**	**	**	**	**	**	**
47-4041	Hazardous Materials Removal Workers	**	**	**	**	**	**	**
47-4051	Highway Maintenance Workers	176	184	8	4.5%	4	3	7
47-4061	Rail-Track Laying and Maintenance Equipment Operators	10	10	0	0.0%	0	0	0
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	**	**	**	33.3%	**	**	**
47-4900	All Other Construction Trades and Related Workers	**	**	**	0.0%	**	**	**

47-4999	Construction Trades and Related Workers, All Other (OES Only)	**	**	**	0.0%	**	**	**
47-5000	Extraction Workers	16	18	2	12.5%	1	0	1
47-5012	Rotary Drill Operators, Oil and Gas	**	**	**	**	**	**	**
47-5013	Service Unit Operators, Oil, Gas, and Mining	**	**	**	**	**	**	**
47-5021	Earth Drillers, Except Oil and Gas	**	**	**	**	**	**	**
47-5031	Explosives Workers, Ordnance Handling Experts, and Blasters	**	**	**	0.0%	**	**	**
47-5041	Continuous Mining Machine Operators	**	**	**	**	**	**	**
47-5042	Mine Cutting and Channeling Machine Operators	**	**	**	0.0%	**	**	**
47-5049	Mining Machine Operators, All Other	**	**	**	12.5%	**	**	**
47-5051	Rock Splitters, Quarry	**	**	**	**	**	**	**
47-5071	Roustabouts, Oil and Gas	**	**	**	**	**	**	**
47-5081	Helpers—Extraction Workers	**	**	**	**	**	**	**
47-5099	Extraction Workers, All Other	**	**	**	**	**	**	**
49-0000	Installation, Maintenance, and Repair Occupations	2,553	2,705	152	6.0%	76	56	132
49-1000	Supervisors of Installation, Maintenance, and Repair Workers	164	175	11	6.7%	6	4	10
49-1011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	164	175	11	6.7%	6	4	10
49-2000	Electrical and Electronic Equipment Mechanics, Installers, and Repairers	154	158	4	2.6%	2	3	5
49-2011	Computer, Automated Teller, and Office Machine Repairers	30	32	2	6.7%	1	1	2
49-2021	Radio Mechanics	14	14	0	0.0%	0	1	1
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	50	51	1	2.0%	1	1	2
49-2091	Avionics Technicians	**	**	**	0.0%	**	**	**

49-2092	Electric Motor, Power Tool, and Related Repairers	**	**	**	**	**	**	**
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	**	**	**	**	**	**	**
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	**	**	**	0.0%	**	**	**
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	**	**	**	**	**	**	**
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles	**	**	**	0.0%	**	**	**
49-2097	Electronic Home Entertainment Equipment Installers and Repairers	30	30	0	0.0%	0	1	1
49-2098	Security and Fire Alarm Systems Installers	17	19	2	11.8%	1	1	2
49-2099	Electrical and Electronic Equipment Mechanics, Installers, and Repairers, All Other (OES Only)	**	**	**	**	**	**	**
49-3000	Vehicle and Mobile Equipment Mechanics, Installers	865	899	34	3.9%	17	22	39
49-3011	Aircraft Mechanics and Service Technicians	68	68	0	0.0%	0	2	2
49-3021	Automotive Body and Related Repairers	77	80	3	3.9%	2	2	4
49-3022	Automotive Glass Installers and Repairers	**	**	**	0.0%	**	**	**
49-3023	Automotive Service Technicians and Mechanics	359	371	12	3.3%	6	10	16
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	81	88	7	8.6%	4	2	6
49-3041	Farm Equipment Mechanics	**	**	**	0.0%	**	**	**
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	94	98	4	4.3%	2	2	4
49-3043	Rail Car Repairers	20	21	1	5.0%	1	1	2
49-3051	Motorboat Mechanics	91	93	2	2.2%	1	2	3
49-3052	Motorcycle Mechanics	**	**	**	0.0%	**	**	**
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	11	13	2	18.2%	1	1	2
49-	Bicycle Repairers	**	**	**	20.0%	**	**	**

3091								
49-3092	Recreational Vehicle Service Technicians	10	11	1	10.0%	1	1	2
49-3093	Tire Repairers and Changers	29	30	1	3.4%	1	2	3
49-3099	Vehicle and Mobile Equipment Mechanics, Installers, and Repairers, All Other (OES Only)	**	**	**	**	**	**	**
49-9000	Other Installation, Maintenance, and Repair Occupations	1,370	1,473	103	7.5%	52	27	79
49-9011	Mechanical Door Repairers	**	**	**	**	**	**	**
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	**	**	**	0.0%	**	**	**
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	66	75	9	13.6%	5	1	6
49-9031	Home Appliance Repairers	18	19	1	5.6%	1	1	2
49-9041	Industrial Machinery Mechanics	43	49	6	14.0%	3	1	4
49-9042	Maintenance and Repair Workers, General	995	1,066	71	7.1%	36	18	54
49-9043	Maintenance Workers, Machinery	**	**	**	14.3%	**	**	**
49-9044	Millwrights	**	**	**	0.0%	**	**	**
49-9045	Refractory Materials Repairers, Except Brickmasons	**	**	**	**	**	**	**
49-9051	Electrical Power-Line Installers and Repairers	11	12	1	9.1%	1	1	2
49-9052	Telecommunications Line Installers and Repairers	69	78	9	13.0%	5	2	7
49-9062	Medical Equipment Repairers	**	**	**	0.0%	**	**	**
49-9069	Precision Instrument and Equipment Repairers, All Other	**	**	**	**	**	**	**
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	14	14	0	0.0%	0	1	1
49-9092	Commercial Divers	**	**	**	**	**	**	**
49-9093	Fabric Menders, Except Garment	11	11	0	0.0%	0	0	0

49-9094	Locksmiths and Safe Repairers	15	15	0	0.0%	0	1	1
49-9096	Riggers	**	**	**	**	**	**	**
49-9097	Signal and Track Switch Repairers	**	**	**	0.0%	**	**	**
49-9098	Helpers—Installation, Maintenance, and Repair Workers	51	53	2	3.9%	1	2	3
49-9099	Installation, Maintenance, and Repair Workers, All Other	51	52	1	2.0%	1	1	2
51-0000	Production Occupations	2,401	2,627	226	9.4%	113	56	169
51-1000	Supervisors, Production Workers	164	181	17	10.4%	9	3	12
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	164	181	17	10.4%	9	3	12
51-2000	Assemblers and Fabricators	414	457	43	10.4%	22	11	33
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	**	**	**	**	**	**	**
51-2021	Coil Winders, Tapers, and Finishers	**	**	**	**	**	**	**
51-2022	Electrical and Electronic Equipment Assemblers	**	**	**	33.3%	**	**	**
51-2023	Electromechanical Equipment Assemblers	**	**	**	0.0%	**	**	**
51-2031	Engine and Other Machine Assemblers	**	**	**	**	**	**	**
51-2041	Structural Metal Fabricators and Fitters	**	**	**	12.5%	**	**	**
51-2091	Fiberglass Laminators and Fabricators	14	16	2	14.3%	1	1	2
51-2092	Team Assemblers	168	190	22	13.1%	11	5	16
51-2093	Timing Device Assemblers, Adjusters, and Calibrators	**	**	**	**	**	**	**
51-2099	Assemblers and Fabricators, All Other	220	237	17	7.7%	9	6	15
51-3000	Food Processing Workers	152	163	11	7.2%	6	4	10
51-3011	Bakers	44	48	4	9.1%	2	1	3

51-3021	Butchers and Meat Cutters	45	46	1	2.2%	1	1	2
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	**	**	**	0.0%	**	**	**
51-3023	Slaughterers and Meat Packers	**	**	**	**	**	**	**
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	**	**	**	0.0%	**	**	**
51-3092	Food Batchmakers	50	56	6	12.0%	3	2	5
51-3093	Food Cooking Machine Operators and Tenders	**	**	**	0.0%	**	**	**
51-3099	Food Processing Workers, All Other (OES Only)	**	**	**	**	**	**	**
51-4000	Metal Workers and Plastic Workers	337	379	42	12.5%	21	7	28
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	**	**	**	27.3%	**	**	**
51-4012	Numerical Tool and Process Control Programmers	**	**	**	0.0%	**	**	**
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	**	**	**	**	**	**	**
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	**	**	**	0.0%	**	**	**
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	33	37	4	12.1%	2	1	3
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	**	**	**	11.1%	**	**	**
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	**	**	**	**	**	**	**
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	**	**	**	**	**	**	**
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	**	**	**	**	**	**	**
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	**	**	**	**	**	**	**
51-4041	Machinists	32	35	3	9.4%	2	1	3
51-4051	Metal-Refining Furnace Operators and Tenders	**	**	**	7.7%	**	**	**

51-4061	Model Makers, Metal and Plastic	**	**	**	12.5%	**	**	**
51-4062	Patternmakers, Metal and Plastic	**	**	**	0.0%	**	**	**
51-4071	Foundry Mold and Coremakers	**	**	**	12.5%	**	**	**
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	105	117	12	11.4%	6	3	9
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	**	**	**	12.0%	**	**	**
51-4111	Tool and Die Makers	26	28	2	7.7%	1	1	2
51-4121	Welders, Cutters, Solderers, and Brazers	44	50	6	13.6%	3	1	4
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	**	**	**	**	**	**	**
51-4191	Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	**	**	**	**	**	**	**
51-4192	Lay-Out Workers, Metal and Plastic	**	**	**	**	**	**	**
51-4193	Plating and Coating Machine Setters, Operators, and Tenders, Metal and Plastic	**	**	**	50.0%	**	**	**
51-4194	Tool Grinders, Filers, and Sharpeners	**	**	**	0.0%	**	**	**
51-4199	Metal Workers and Plastic Workers, All Other	**	**	**	**	**	**	**
51-5000	Printing Workers	56	62	6	10.7%	3	1	4
51-5011	Bindery Workers	**	**	**	**	**	**	**
51-5021	Job Printers	**	**	**	0.0%	**	**	**
51-5022	Prepress Technicians and Workers	**	**	**	0.0%	**	**	**
51-5023	Printing Machine Operators	45	51	6	13.3%	3	1	4
51-6000	Textile, Apparel, and Furnishings Workers	251	269	18	7.2%	9	6	15
51-6011	Laundry and Dry-Cleaning Workers	171	180	9	5.3%	5	5	10
51-	Pressers, Textile, Garment, and Related Materials	23	24	1	4.3%	1	1	2

6021								
51-6031	Sewing Machine Operators	34	39	5	14.7%	3	1	4
51-6041	Shoe and Leather Workers and Repairers	**	**	**	**	**	**	**
51-6042	Shoe Machine Operators and Tenders	**	**	**	**	**	**	**
51-6051	Sewers, Hand	**	**	**	**	**	**	**
51-6052	Tailors, Dressmakers, and Custom Sewers	13	15	2	15.4%	1	0	1
51-6061	Textile Bleaching and Dyeing Machine Operators and Tenders	**	**	**	**	**	**	**
51-6062	Textile Cutting Machine Setters, Operators, and Tenders	**	**	**	**	**	**	**
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	**	**	**	**	**	**	**
51-6064	Textile Winding, Twisting, and Drawing Out Machine Setters, Operators, and Tenders	**	**	**	**	**	**	**
51-6091	Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers	**	**	**	**	**	**	**
51-6092	Fabric and Apparel Patternmakers	**	**	**	**	**	**	**
51-6093	Upholsterers	**	**	**	0.0%	**	**	**
51-6099	Textile, Apparel, and Furnishings Workers, All Other	**	**	**	50.0%	**	**	**
51-7000	Woodworkers	49	51	2	4.1%	1	2	3
51-7011	Cabinetmakers and Bench Carpenters	18	20	2	11.1%	1	1	2
51-7021	Furniture Finishers	**	**	**	**	**	**	**
51-7032	Patternmakers, Wood	**	**	**	**	**	**	**
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	30	30	0	0.0%	0	1	1
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	**	**	**	0.0%	**	**	**
51-7099	Woodworkers, All Other	**	**	**	**	**	**	**

51-8000	Plant and System Operators	110	113	3	2.7%	2	3	5
51-8012	Power Distributors and Dispatchers	11	11	0	0.0%	0	0	0
51-8013	Power Plant Operators	**	**	**	**	**	**	**
51-8021	Stationary Engineers and Boiler Operators	11	12	1	9.1%	1	0	1
51-8031	Water and Liquid Waste Treatment Plant and System Operators	73	76	3	4.1%	2	3	5
51-8091	Chemical Plant and System Operators	**	**	**	**	**	**	**
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	**	**	**	0.0%	**	**	**
51-8099	Plant and System Operators, All Other	14	13	-1	-7.1%	-1	1	1
51-9000	Other Production Occupations	868	952	84	9.7%	42	20	62
51-9011	Chemical Equipment Operators and Tenders	**	**	**	0.0%	**	**	**
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	**	**	**	0.0%	**	**	**
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	14	16	2	14.3%	1	1	2
51-9022	Grinding and Polishing Workers, Hand	16	18	2	12.5%	1	1	2
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	16	18	2	12.5%	1	1	2
51-9031	Cutters and Trimmers, Hand	**	**	**	**	**	**	**
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	**	**	**	20.0%	**	**	**
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	**	**	**	12.5%	**	**	**
51-9051	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	**	**	**	**	**	**	**
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	75	80	5	6.7%	3	2	5
51-9071	Jewelers and Precious Stone and Metal Workers	**	**	**	0.0%	**	**	**
51-	Dental Laboratory Technicians	245	265	20	8.2%	10	5	15

9081								
51-9082	Medical Appliance Technicians	**	**	**	50.0%	**	**	**
51-9083	Ophthalmic Laboratory Technicians	**	**	**	**	**	**	**
51-9111	Packaging and Filling Machine Operators and Tenders	100	115	15	15.0%	8	2	10
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	13	14	1	7.7%	1	1	2
51-9122	Painters, Transportation Equipment	18	20	2	11.1%	1	1	2
51-9123	Painting, Coating, and Decorating Workers	28	30	2	7.1%	1	1	2
51-9131	Photographic Process Workers	14	14	0	0.0%	0	1	1
51-9132	Photographic Processing Machine Operators	**	**	**	0.0%	**	**	**
51-9141	Semiconductor Processors	**	**	**	**	**	**	**
51-9191	Cementing and Gluing Machine Operators and Tenders	**	**	**	0.0%	**	**	**
51-9192	Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	**	**	**	12.0%	**	**	**
51-9193	Cooling and Freezing Equipment Operators and Tenders	**	**	**	8.3%	**	**	**
51-9194	Etchers and Engravers	**	**	**	11.1%	**	**	**
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	**	**	**	0.0%	**	**	**
51-9196	Paper Goods Machine Setters, Operators, and Tenders	62	71	9	14.5%	5	2	7
51-9198	Helpers—Production Workers	124	137	13	10.5%	7	4	11
51-9199	Production Workers, All Other	53	56	3	5.7%	2	1	3
53-0000	Transportation and Material Moving Occupations	3,594	3,802	208	5.8%	104	80	184
53-1000	Supervisors, Transportation and Material Moving Workers	178	186	8	4.5%	4	4	8
53-1011	Aircraft Cargo Handling Supervisors	**	**	**	0.0%	**	**	**

53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	44	47	3	6.8%	2	1	3
53-1031	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	131	136	5	3.8%	3	3	6
53-2000	Air Transportation Workers	68	66	-2	-2.9%	-1	2	1
53-2011	Airline Pilots, Copilots, and Flight Engineers	15	16	1	6.7%	1	1	2
53-2012	Commercial Pilots	46	43	-3	-6.5%	-2	1	-1
53-2021	Air Traffic Controllers	**	**	**	0.0%	**	**	**
53-2022	Airfield Operations Specialists	**	**	**	**	**	**	**
53-2099	Air Transportation Workers, All Other (OES Only)	**	**	**	**	**	**	**
53-3000	Motor Vehicle Operators	1,630	1,744	114	7.0%	57	23	80
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	**	**	**	0.0%	**	**	**
53-3021	Bus Drivers, Transit and Intercity	126	132	6	4.8%	3	3	6
53-3022	Bus Drivers, School	207	216	9	4.3%	5	4	9
53-3031	Driver/Sales Workers	194	208	14	7.2%	7	3	10
53-3032	Truck Drivers, Heavy and Tractor-Trailer	651	705	54	8.3%	27	10	37
53-3033	Truck Drivers, Light or Delivery Services	333	360	27	8.1%	14	3	17
53-3041	Taxi Drivers and Chauffeurs	41	43	2	4.9%	1	1	2
53-3099	Motor Vehicle Operators, All Other	72	74	2	2.8%	1	1	2
53-4000	Rail Transportation Workers	43	44	1	2.3%	1	1	2
53-4011	Locomotive Engineers	**	**	**	0.0%	**	**	**
53-4012	Locomotive Firers	**	**	**	**	**	**	**
53-	Rail Yard Engineers, Dinkey Operators, and Hostlers	**	**	**	**	**	**	**

4013								
53-4021	Railroad Brake, Signal, and Switch Operators	**	**	**	0.0%	**	**	**
53-4031	Railroad Conductors and Yardmasters	**	**	**	4.0%	**	**	**
53-4099	Rail Transportation Workers, All Other	**	**	**	**	**	**	**
53-5000	Water Transportation Workers	105	112	7	6.7%	4	3	7
53-5011	Sailors and Marine Oilers	**	**	**	**	**	**	**
53-5021	Captains, Mates, and Pilots of Water Vessels	103	110	7	6.8%	4	3	7
53-5022	Motorboat Operators	**	**	**	0.0%	**	**	**
53-5031	Ship Engineers	**	**	**	**	**	**	**
53-5099	Water Transportation Workers, All Other (OES Only)	**	**	**	**	**	**	**
53-6000	Other Transportation Workers	125	126	1	0.8%	1	6	7
53-6011	Bridge and Lock Tenders	**	**	**	**	**	**	**
53-6021	Parking Lot Attendants	16	17	1	6.3%	1	1	2
53-6031	Service Station Attendants	84	87	3	3.6%	2	5	7
53-6041	Traffic Technicians	**	**	**	0.0%	**	**	**
53-6051	Transportation Inspectors	**	**	**	0.0%	**	**	**
53-6099	Transportation Workers, All Other	**	**	**	-13.0%	**	**	**
53-7000	Material Moving Workers	1,445	1,524	79	5.5%	40	42	82
53-7011	Conveyor Operators and Tenders	**	**	**	10.0%	**	**	**
53-7021	Crane and Tower Operators	26	27	1	3.8%	1	1	2
53-7031	Dredge Operators	**	**	**	**	**	**	**
53-	Excavating and Loading Machine and Dragline Operators	41	46	5	12.2%	3	1	4

7032								
53-7033	Loading Machine Operators, Underground Mining	**	**	**	**	**	**	**
53-7041	Hoist and Winch Operators	**	**	**	**	**	**	**
53-7051	Industrial Truck and Tractor Operators	162	173	11	6.8%	6	3	9
53-7061	Cleaners of Vehicles and Equipment	110	117	7	6.4%	4	4	8
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	592	618	26	4.4%	13	23	36
53-7063	Machine Feeders and Offbearers	52	57	5	9.6%	3	2	5
53-7064	Packers and Packagers, Hand	396	418	22	5.6%	11	8	19
53-7071	Gas Compressor and Gas Pumping Station Operators	**	**	**	**	**	**	**
53-7072	Pump Operators, Except Wellhead Pumpers	**	**	**	0.0%	**	**	**
53-7081	Refuse and Recyclable Material Collectors	42	43	1	2.4%	1	1	2
53-7111	Shuttle Car Operators	**	**	**	**	**	**	**
53-7121	Tank Car, Truck, and Ship Loaders	**	**	**	0.0%	**	**	**
53-7199	Material Moving Workers, All Other	**	**	**	0.0%	**	**	**

*For more information on the Standard Occupational Classification (SOC) system, go to: www.bls.gov/soc/socguide.htm

For Occupational Dictionary, see:

http://www.workforce.az.gov/admin/uploadedPublications/1700_OccupationDictionary04.pdf

**Data suppressed due to confidentiality or base employment of less than 10.

Prepared by Arizona Dept of Economic Security, Research Administration in cooperation with the U.S. Dept of Labor, Bureau of Labor Statistics, June 2005.

Headings in **bold** font are the major occupational groups of the Standard Occupational Classification (SOC) system.

Major occupational groups of the SOC are a composite of all individual occupations listed below the major group heading.

Occupation codes ending in 000 (e.g. 11-1000, 11-2000, 11-3000, etc) are a summation of all the occupations listed below them.

Total annual openings are the sum of openings from growth plus openings from separations. Separations are vacancies caused by workers leaving the labor market or changing occupations. Thus an occupation that is not growing or is in decline could still have openings due to separations.

Totals may not add exactly due to rounding or suppression of data.

The projections presented should be viewed as indicators of relative magnitude and probable direction rather than as forecasts of absolute occupational demand. Furthermore, the occupational forecasts are only measures of expected employment and demand for labor and indicate little about future labor supply. It is therefore recommended that these data be used with other sources of occupational information.

See Notes worksheet for additional information on methodology.

Attachment F – Flagstaff MSA TERM Report
Section II – C

Flagstaff MSA TERM Report

Training & Education Resource Model

Score = average of the five percentiles, using weights 3, 3, 1, 1, 1
see notes for explanations of each column

Rank	CIP Code	CIP Title	Percentiles						Labor Market Data					BLS Ed & Train Code
			Score	Open-ings	Wage	ONET	Growth rate	Turn over ratio	Open-ings	Hourly Wage	ONET Score	Growth Rate %	Turn over ratio	
1	46.02	Carpenters	78.2	81	85	38	77	92	77	19.00	497	11.5	3.8	9.0
2	52.02	Business Administration, Management and Operations	73.5	50	100	88	65	58	22	23.94	647	8.7	2.2	8.0
3	46.05	Plumbing and Related Water Supply Services	71.8	46	88	81	85	77	19	20.75	604	12.2	2.7	9.0
4	51.16	Nursing	68.4	73	92	92	4	23	38	21.57	671	4.0	1.1	6.3
5	49.02	Ground Transportation	63.7	77	58	31	58	81	67	14.22	487	8.2	2.9	10.3
6	46.04	Building/Construction Finishing, Management, and Inspection	62.4	85	42	58	62	62	83	12.49	560	8.4	2.4	10.0
7	52.17	Insurance (NEW)	62.0	35	73	69	96	69	16	16.38	572	12.5	2.4	10.0
7	52.19	Specialized Sales, Merchandising, and Marketing Operations (NEW)	62.0	35	73	69	96	69	16	16.38	572	12.5	2.4	10.0
7	52.99	Business, Management, Marketing, and Related Support Services, Other	62.0	35	73	69	96	69	16	16.38	572	12.5	2.4	10.0
10	46.03	Electrical and Power Transmission Installers	61.8	13	81	96	88	88	13	17.52	695	12.3	3.2	9.0
11	43.01	Criminal Justice and Corrections	56.4	69	54	85	27	27	33	14.05	617	5.6	1.1	10.2
12	46.99	Construction Trades, Other	52.1	62	35	0	81	100	28	10.45	354	12.0	4.6	10.0

Flagstaff MSA TERM Report

Training & Education Resource Model

Score = average of the five percentiles, using weights 3, 3, 1, 1, 1
see notes for explanations of each column

Rank	CIP Code	CIP Title	Percentiles						Labor Market Data					BLS Ed & Train Code
			Score	Open-ings	Wage	ONET	Growth rate	Turn over ratio	Open-ings	Hourly Wage	ONET Score	Growth Rate %	Turn over ratio	
23	51.07	Health and Medical Administrative Services	33.3	42	19	27	46	42	19	9.53	476	7.6	1.4	11.0
24	51.26	Health Aides/Attendants/Orderlies	32.5	27	12	42	50	85	16	8.76	521	8.0	3.0	11.0
25	19.05	Foods, Nutrition, and Related Services	28.2	19	38	46	15	19	14	10.89	538	5.3	1.0	8.0
26	13.15	Teaching Assistants/Aides	27.1	54	4	4	19	48	25	7.64	436	5.3	1.5	11.0
27	19.07	Human Development, Family Studies, and Related Services	11.1	8	8	54	0	0	12	8.53	555	3.2	0.5	11.0

Explanations for Each Column of the TERM Report

Column		Explanation
A	Rank	This is the rank of the CIP (Classification of Instructional Program) by percentile score as shown in column D. Tie scores get tie ranks. Sometimes scores appear to be a tie, but if carried out to more decimal places, are not. Such CIPs are not assigned tie ranks.
B	CIP Code	CIP (Classification of Instructional Programs) code as assigned by the U.S. Department of Education. See Sources note below for more details.
C	CIP Title	The title of the training program, as assigned by the U.S. Department of Education Classification of Instructional Programs.
D	Score	The score is a weighted average of columns E through I. The weights used are 3, 3, 1, 1, 1, respectively. See Calculation Method note below for more details.
E-I	Percentiles	These 5 columns are the percentile scores of the data in columns J through N. Percentiles scores are used to compute different types of data in the model. For example, wages in dollars and growth in percentages. Tie scores produce tie percentiles.
J	Openings	The projected number of openings expected per year for the occupations within this CIP. If an occupation is contained in more than one CIP, its openings are distributed evenly among those CIPs. Projected openings based on 2004-2006 occupation projections.
K	Hourly Wage	The average of the wages of the occupations contained in this CIP, weighted by the number of openings in each occupation. Wages based on 2004 Occupational Employment Statistics (OES) survey.
		O*NET is an acronym for the Occupational Information Network (http://www.onetcenter.org/). This data is a measure of the skills, knowledge, and abilities required for the occupations within this CIP, weighted by the number of

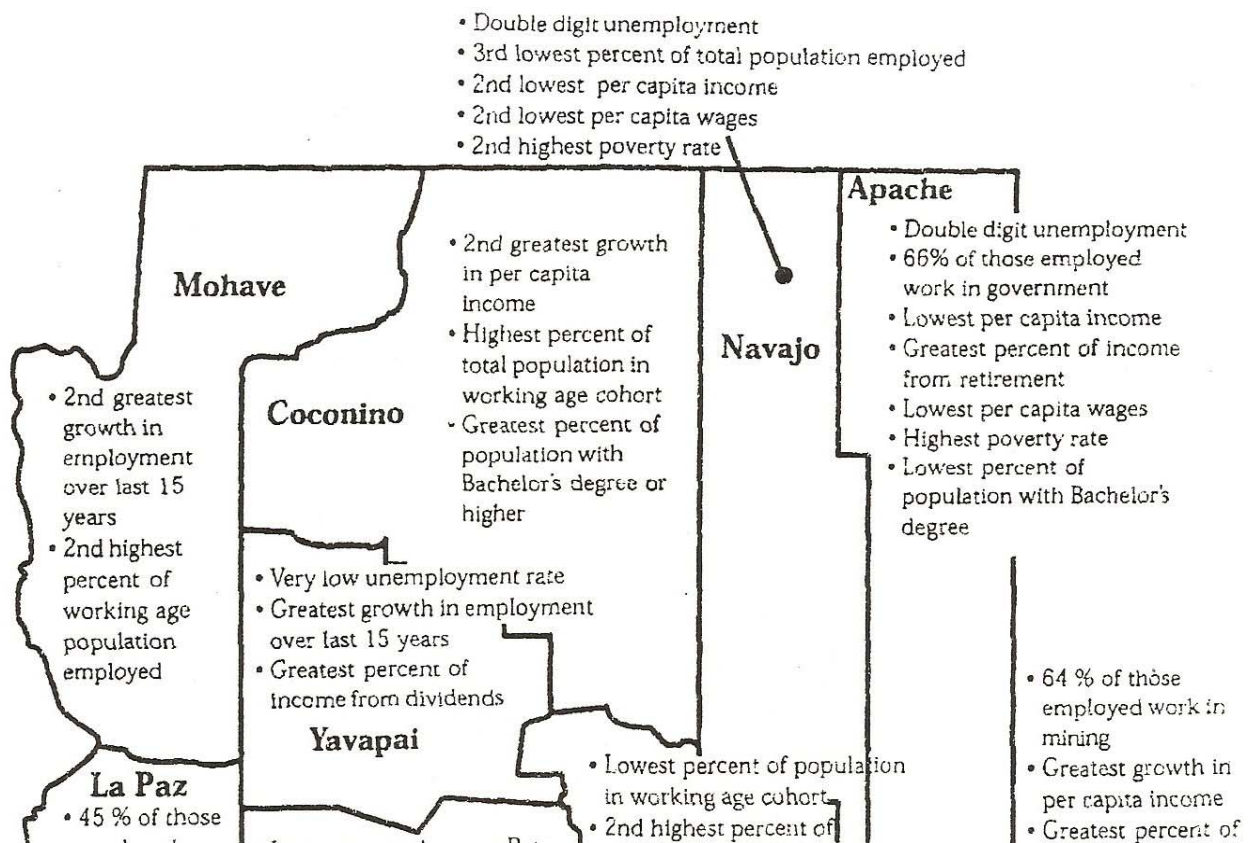
Calculation method	
1	Hourly wages were calculated by dividing annual wages by 2080.
2	The O*NET score was first calculated by occupation using the SOC (Standard Occupational Code). The scores for each 6-digit SOC were calculated by averaging the scores for the 8-digit O*NET SOC's that comprise each 6-digit SOC.
3	The field of occupations was restricted to those whose BLS Training and Educational code was between 6 and 11 (occupations which require 2 years of training or less.) Note that the lower the training and educational time requirement, the higher the code numbers (see below).
4	Scores by CIP (Classification of Instructional Programs) (except openings) were calculated by taking an openings-weighted average of the occupations in the CIP. For occupations appearing in more than one CIP, openings were evenly distributed among the CIP.
5	Percentiles were calculated for each statistic shown. In case of a tie, the same percentile was assigned to all CIP's involved in the tie.
6	The following formula determined the score for each CIP: $(3 \times \text{openings percentile} + 3 \times \text{wage percentile} + \text{O*NET percentile} + \text{growth percentile} + \text{ratio percentile}) / 9$

BLS (Bureau of Labor Statistics) Education and Training Codes

1-5	Bachelor's degree and higher educational levels were not used for this project.
6	Associate degree
7	Post-secondary vocational training
8	Work experience in related occupation
9	Long-term on-the-job training
10	Moderate-term on-the-job training
11	Short-term on-the-job training

Attachment G – The Many Faces of Arizona’s Economy
Section II - F

FIGURE 3.6
THE MANY FACES OF ARIZONA'S ECONOMY



Attachment G – Labor Force Projections

Section II – F

2003

NON-HISPANIC NATIVE AM.

**CIVILIAN LABOR FORCE PROJECTIONS
COCONINO COUNTY
LESS RESERVATIONS**

2002

	CIVILIAN LABOR FORCE		EMPLOYED		UNEMPLOYED		UNEMPLOYMENT RATE	
	TOTAL	FEMALE	TOTAL	FEMALE	TOTAL	FEMALE	TOTAL	FEMALE
<u>ALL PERSONS</u>								
All Ages	54,155	24,710	51,980	23,704	2,175	1,006	4.0%	4.1%
16-19	4,463	2,181	4,009	1,974	454	207	10.2%	9.5%
20-24	8,332	4,156	7,822	3,953	511	203	6.1%	4.9%
25-54	37,245	16,644	36,157	16,105	1,089	539	2.9%	3.2%
55-64	3,084	1,188	2,975	1,136	109	52	3.5%	4.4%
65+	1,031	541	1,018	535	13	6	1.3%	1.1%
<u>HISPANIC</u>								
All Ages	6,442	2,741	6,104	2,575	337	166	5.2%	6.1%
16-19	706	287	679	276	27	11	3.8%	3.7%
20-24	1,262	569	1,181	517	81	52	6.5%	9.2%
25-54	4,091	1,711	3,875	1,613	216	99	5.3%	5.8%
55-64	328	154	315	149	13	5	4.0%	3.2%
65+	54	20	54	20	0	0	0.0%	0.0%
<u>NON-HISPANIC WHITE</u>								
All Ages	42,534	19,344	41,073	18,688	1,461	656	3.4%	3.4%
16-19	3,315	1,665	2,980	1,513	335	152	10.1%	9.1%
20-24	6,263	3,120	5,919	3,001	344	119	5.5%	3.8%
25-54	29,443	13,075	28,765	12,743	677	332	2.3%	2.5%
55-64	2,606	1,004	2,515	956	91	47	3.5%	4.7%
65+	907	481	894	475	13	6	1.4%	1.2%
<u>NON-HISPANIC BLACK</u>								
All Ages	662	266	609	238	53	28	8.0%	10.4%
16-19	26	15	18	7	8	8	31.0%	53.9%
20-24	96	59	89	53	7	7	6.8%	11.0%
25-54	483	179	445	166	38	13	7.9%	7.3%
55-64	32	0	32	0	0	0	0.0%	0.0%
65+	25	13	25	13	0	0	0.0%	0.0%
<u>NON-HISPANIC NATIVE AM.</u>								
All Ages	3,932	2,143	3,630	1,999	302	144	7.7%	6.7%

Attachment H – Population Statistics

Section II - G

Coconino County Table 2

Population by Age and Sex

Year	Sex	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85-89	90-94	95+	Total
1997	Male	4,795	5,006	4,630	4,787	6,182	6,537	3,940	4,049	4,271	3,855	2,647	1,889	1,502	1,303	1,009	594	336	141	47	22	57,542
1997	Female	4,489	4,509	4,263	4,878	6,620	6,662	3,639	4,439	4,403	3,775	2,893	2,036	1,638	1,446	1,057	779	433	229	135	55	58,378
1997	Total	9,284	9,515	8,893	9,665	12,802	13,199	7,579	8,488	8,674	7,630	5,540	3,925	3,140	2,749	2,066	1,373	769	370	182	77	115,920
1998	Male	4,866	5,042	4,715	4,939	6,277	6,475	4,093	4,035	4,329	4,014	2,824	1,996	1,573	1,327	1,041	629	348	156	48	23	58,750
1998	Female	4,557	4,566	4,307	4,964	6,780	6,618	3,732	4,379	4,514	3,922	3,106	2,217	1,697	1,456	1,123	800	453	245	134	59	59,629
1998	Total	9,423	9,608	9,022	9,903	13,057	13,093	7,825	8,414	8,843	7,936	5,930	4,213	3,270	2,783	2,164	1,429	801	401	182	82	118,379
1999	Male	4,947	5,105	4,808	5,019	6,429	6,335	4,306	4,009	4,380	4,135	3,048	2,103	1,655	1,355	1,067	656	364	163	51	21	59,956
1999	Female	4,635	4,593	4,380	5,014	6,982	6,457	3,985	4,288	4,587	4,122	3,325	2,360	1,756	1,466	1,181	832	470	257	135	67	60,892
1999	Total	9,582	9,698	9,188	10,033	13,411	12,792	8,291	8,297	8,967	8,257	6,373	4,463	3,411	2,821	2,248	1,488	834	420	186	88	120,848
2000	Male	5,033	5,070	4,988	5,060	6,609	6,155	4,581	3,979	4,421	4,267	3,307	2,182	1,716	1,379	1,090	702	383	174	49	21	61,166
2000	Female	4,719	4,563	4,471	5,059	7,197	6,239	4,349	4,184	4,646	4,317	3,559	2,482	1,824	1,508	1,204	865	501	264	141	71	62,163
2000	Total	9,752	9,633	9,459	10,119	13,806	12,394	8,930	8,163	9,067	8,584	6,866	4,664	3,540	2,887	2,294	1,567	884	438	190	92	123,329
2001	Male	5,118	5,107	5,054	5,128	6,854	5,917	4,906	3,933	4,460	4,382	3,536	2,280	1,783	1,389	1,129	735	412	176	54	21	62,374
2001	Female	4,797	4,597	4,524	5,096	7,434	5,951	4,788	4,088	4,702	4,480	3,791	2,580	1,933	1,524	1,242	886	539	276	144	74	63,446
2001	Total	9,915	9,704	9,578	10,224	14,288	11,868	9,694	8,021	9,162	8,862	7,327	4,860	3,716	2,913	2,371	1,621	951	452	198	95	125,820
2002	Male	5,195	5,141	5,159	5,247	6,945	5,922	5,027	3,954	4,477	4,481	3,610	2,530	1,873	1,405	1,144	770	431	187	58	22	63,578
2002	Female	4,866	4,635	4,597	5,144	7,609	5,894	5,026	4,042	4,714	4,602	3,888	2,849	2,055	1,567	1,262	903	572	288	150	77	64,740
2002	Total	10,061	9,776	9,756	10,391	14,554	11,816	10,053	7,996	9,191	9,083	7,498	5,379	3,928	2,972	2,406	1,673	1,003	475	208	99	128,318
2003	Male	5,255	5,195	5,205	5,333	7,150	6,023	4,988	4,005	4,479	4,565	3,744	2,679	1,988	1,462	1,160	791	455	196	66	23	64,762
2003	Female	4,921	4,685	4,657	5,201	7,780	6,029	5,032	4,058	4,680	4,722	4,027	3,039	2,222	1,623	1,264	951	587	296	160	80	66,014
2003	Total	10,176	9,880	9,862	10,534	14,930	12,052	10,020	8,063	9,159	9,287	7,771	5,718	4,210	3,085	2,424	1,742	1,042	492	226	103	130,776
2004	Male	5,309	5,259	5,264	5,445	7,273	6,181	4,894	4,104	4,466	4,631	3,860	2,869	2,089	1,532	1,178	809	472	205	68	24	65,932
2004	Female	4,970	4,745	4,686	5,300	7,889	6,211	4,947	4,191	4,617	4,809	4,209	3,242	2,354	1,674	1,273	991	607	309	167	84	67,275
2004	Total	10,279	10,004	9,950	10,745	15,162	12,392	9,841	8,295	9,083	9,440	8,069	6,111	4,443	3,206	2,451	1,800	1,079	514	235	108	133,207
2005	Male	5,358	5,330	5,236	5,620	7,347	6,378	4,775	4,255	4,427	4,687	3,991	3,094	2,167	1,584	1,199	824	503	214	70	23	67,082
2005	Female	5,017	4,809	4,662	5,410	7,973	6,423	4,805	4,420	4,530	4,883	4,393	3,461	2,469	1,732	1,306	1,007	628	325	172	88	68,513
2005	Total	10,375	10,139	9,898	11,030	15,320	12,801	9,580	8,675	8,957	9,570	8,384	6,555	4,636	3,316	2,505	1,831	1,131	539	242	111	135,595
2006	Male	5,413	5,399	5,259	5,712	7,451	6,599	4,614	4,461	4,363	4,736	4,106	3,303	2,252	1,645	1,209	852	524	228	72	24	68,222
2006	Female	5,067	4,873	4,686	5,495	8,057	6,631	4,605	4,717	4,435	4,947	4,555	3,684	2,563	1,825	1,318	1,035	642	349	180	89	69,753

Attachment I – Memorandum of Understanding

Section V - H

Memorandum of Understanding

Between Coconino County Workforce Investment Board

And Workforce Investment Act One-Stop Partners

1. Introduction

This Memorandum of Understanding (MOU) is entered into with cooperation and collaboration by the Coconino County Workforce Investment Board (hereafter referred to as the LWIB) and the One-Stop Partners, as described herein.

2. Purpose

The purpose is to establish an agreement between the above-mentioned entities regarding their respective roles and responsibilities for implementation of the provisions of Section 121 (c) (2) of Title I of the Workforce Investment Act of 1998. This agreement describes how various funding streams and resources will be utilized to better serve their mutual customers, both job seekers and employers, through an integrated system of service delivery called the Coconino County Workforce Connection. It is understood that the development and implementation of the Coconino County Employment and Resource Network will require mutual trust and teamwork between One-Stop partnering agencies working together to accomplish shared goals.

a. Vision Statement of the Coconino County Workforce Investment Board and One-Stop System :

Our goals are:

- To improve the ability of the labor force to effectively connect with the labor market
- To develop new program approaches designed to facilitate entrance into the labor market
- To develop and enhance the quality and availability of labor market information.
- To maintain and enhance a seamless delivery system framework which meets the workforce needs of customers
- To expand and improve marketing efforts to promote public awareness, acceptance, and support for the comprehensive One-Stop system.
- And to provide for continuous improvement

The purpose of this agreement is to promote maximum cooperation and operational collaboration among the One-Stop partners who agree to share information and services that are necessary to best serve the system's customers and help them achieve their goal of employment and career advancement.

This agreement is intended to set forth the general conditions under which and by which the various agencies will participate and contribute to the enhancement and operation of the One-Stop system.

b. Workforce Investment Board Goals and Responsibility

The ultimate responsibility for the overall philosophy and oversight for the Coconino County One-Stop System organizational processes, services, and accomplishments will rest with the Coconino County Workforce Investment Board.

The effective implementation, service delivery processes, and the success of the Coconino County One-Stop System reside with the One-Stop Operator and the various System Partners. The effective operation of the One-Stop System shall be the responsibility of the One-Stop Operator and shall not be in conflict with Partner agency policies and/or regulations. The Coconino County Workforce Investment Board shall be responsible for the following:

- To develop and establish the One-Stop System philosophy
- To develop and establish the One-Stop policies
- To ensure the effective oversight of the One-Stop System

The Coconino County Workforce Investment Board enters into this agreement to ensure that the following principles of the Workforce Investment Act of 1998 are implemented:

- **Universal Access:** All customers, including those with special needs and barriers to employment, will have access to a core set of services at each access point in the One-Stop Career Center System, designed to provide information to make career and labor market decisions. Core and intensive services will be made available at multiple locations. Training and support services will be accessed through initiating transactions at these access points.
- **Integrated Services:** Delivery of services will be enhanced through the integration of planning processes, the coordination of activities and services, and the sharing of information and participant data.
- **Individual Choice:** Customers will have choices in the mechanisms through which to access services and in the services themselves, based on their individual needs and preferences. Customers will have access to a multitude of career, skill, employment and training information to obtain the services and skills they need to enhance their employment opportunities.
- **Program Quality/Accountability:** Design and management of the centers and delivery of services will be responsive to the needs of the customers, and customer satisfaction will be a key measure of accountability. The partners agree to support each other in their respective provision of services and to facilitate joint provision of services consistent with the needs of their respective customers, the program goals of the partner organizations, and laws and regulations governing the programs they operate.

The establishment of a One-Stop System and access points is designed to accomplish the following:

- To facilitate the coordination of resources so as to eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers through the system.
- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

3. Geographical Area covered by Agreement

Coconino County is located in the northeast central portion of the State of Arizona (see attached map). The Coconino County One-Stop System will provide access to services through comprehensive One-Stops in Winslow and Show Low, as well as electronically linked sites at the Northland Pioneer College Campuses in Keams Canyon, Whiteriver, Kayenta, Heber, Snowflake, and Holbrook and other electronically linked locations in the Winslow Family Resource Center, Affiliation of Arizona Indian Centers in Winslow, Show Low Head Start, Show Low Library, Larson Memorial Public Library in Lakeside, and the WIA Basic Education Center in Holbrook.

4. Governing Law

This Agreement shall be construed under and in accordance with Workforce Investment Act of 1998 and Federal, State and local laws.

5. Certification of Authority (of partners to commit their organizations to MOU terms)

The parties hereto represent and warrant to each other that they have the authority to enter into this Agreement. Further, the execution and performance of this Agreement by the Coconino County Workforce Investment Board and have been duly authorized by all necessary laws, resolutions or action and this Agreement constitutes the valid and enforceable obligations of Coconino County Workforce Investment Board and One-Stop Partners in accordance with its terms.

6. Terms and Conditions

a. Duration and Renewal Options

The term of this MOU shall commence on July 1, 2003, shall be binding upon each party hereto upon execution by such party, and shall be automatically renewed thereafter on a year-to year basis, unless any party gives notice of non-

renewal at least ninety (90) days prior to an anniversary date. Notice of withdrawal shall be given to all parties covered by this MOU.

b. Revisions and Modifications

This MOU may be modified, altered, or revised, as necessary, by mutual consent of all parties, by the issuance of a written amendment, signed and dated by all parties affected by such an amendment.

c. Termination Provision

The parties understand that implementation of the One-Stop System is dependent on everyone's good faith effort to work together to improve services to the community. In the event that it becomes necessary for one or more parties to cease being a party to this MOU, that said party(ies) shall notify the other parties, in writing, ninety (90) days in advance of that intention. The other parties shall then determine how to replace or offset the loss of participation and resources to the System. Termination by one of more of the parties to this MOU does not alter the terms or obligations of the other parties to this MOU.

7. Partners Identification

<u>Partner Organization Name</u>	<u>Authorized Representative</u>
WIA Title I Adult	Coconino County Career Center/ Carol Curtis
WIA Title I Youth	Coconino County Career Center/ Carol Curtis
Welfare to Work	Coconino County Career Center/ Carol Curtis
WIA Title I Dislocated Workers	Coconino County Career Center/ Carol Curtis
Wagner Peyser	AZ Dept. of Economic Security / Denise Morton
Unemployment Insurance	AZ Dept. of Economic Security / Denise Morton
Veterans Employment & Training	AZ Dept. of Economic Security / Denise Morton
TAA/NAFTA	AZ Dept. of Economic Security / Denise Morton
Native American Programs	Native Americans for Community Action/ Terri Beeson-Davis
Disability & Veterans	Goodwill Industries of Northern AZ/Skye Mercer
Vocational Rehabilitation	Vocational Rehabilitation Services Administration / Lawrence Powers
Title V Older Americans	United States Forest Service/ John Irish
Post Secondary Vocational Ed	Coconino Community College/ Michael Lainoff
Adult Ed and Literacy	Coconino Community College/ Michael Lainoff
HUD Employment & Training	Williams HUD Housing Authority / Deborah Beals
Educational	Educational Opportunity Centers/ Erin Grisham

For the mandated partners not present in the Coconino County Service Delivery Area; Job Corps, Community Service Block Grant (CSBG), and Migrant Seasonal Farm Workers (MSFW), the Coconino County One-Stop System will ensure that the customer groups served by these programs will have access through the local delivery system. These three programs do not receive employment and training funds for Coconino County services. Applicants with potential eligibility and interest in these programs will be referred to the appropriate entity.

8. One-Stop Center Operational Infrastructure

a. Site Management and Supervision Parameters

ESA will provide site management for the comprehensive One-Stop in Flagstaff. The Coconino Career Center will supervise the Teen Connection in Flagstaff, and co-manage Williams library and co-manage the Page site. Goodwill will manage the site located at their Flagstaff site. Specific program supervision will be handled by the respective partner

b. One-Stop Management Team

The Management Team as a consortium of partners from DES/ESA, Coconino County, and Goodwill Industries of Northern Arizona with a private sector chair who is also Vice Chair of the Local Workforce Investment Board.

c. Information Sharing Provisions

Partners will continue to operate under current data sharing agreements, which include: America's Workforce System, GUIDE, Arizona Integrated Reemployment System, and America's Labor Market Information System, for the enhancement and integration to benefit our common clients. The One - Stop management Team will explore opportunities for joint tracking to assist in the attainment of partner goals.

9. Services To Be Provided

The services that are available to customers within the service delivery area are reflected in the attached service map labeled Attachment B, which denotes individual services provided by the various partners.

a. Core Services that are universally accessible

- Outreach and Intake, Orientation to Services
- Eligibility Determination for Services
- Initial Assessment:

Partners agree-for the benefit, and with the informed consent of the affected program participants-to share assessment information of participants referred from one partner to another or co-enrolled by two or more partners. Sharing assessment information includes, but is not limited to information contained in the Individual Service Strategy (ISS), Employability Development Plan (EDP), Objective Assessment and other assessment tools used by partners which should include the following elements:

- Skill Levels
 - Aptitudes
 - Abilities
 - Supportive Services Needed
-
- Employment Statistics
 - Follow-up Services
 - Entitlement Programs
 - Job Search and Placement Assistance
 - Supportive Services
 - Labor Market Information
 - Unemployment Insurance Information
 - Employer and Job Seeker Workshops

b. Intensive Services

- Comprehensive Assessment
- Developing Individual Employment Plans
- Job Development
- Career Counseling
- Individual counseling and Career Planning
- Case Management
- Supportive Services

c. Training

- Occupational Skills Training
- Workplace Training (OJT)
- Skills Upgrading
- Entrepreneurial Training
- Customized Training
- Work Experience
- Adult Education and Literacy

10. Referral Processes/Methods Between Organizations

The Partners agree to provide value-added referrals for customers for additional services with other partner agencies when those customers are deemed in need of such additional services. It is agreed that the One-Stop Delivery system partners of this signed MOU will conduct referral for services in the following manner. All customers referred for services will receive a written referral form.

a. Referral Point of contact for each organization

The partners agree to provide a referral point of contact including name, title an associated phone number, e-mail address, and fax number for the referral point. The partners further agree to keep this information current should changes be necessitated. The One-Stop Management team will recommend consistent tracking and follow-up procedures for approval by the Coconino County Workforce Investment Board.

b. Co-enrollment

The partners agree to co-enroll participants in multiple partner programs whenever appropriate and as eligibility and other program regulations allow. The objective of such co-enrollment is to broaden the service options for participants and to respond to unmet training, supportive service, and placement support needs. Furthermore, co-enrollment allows the partners to share credit for outcomes. All partners agree to:

- Review and revise enrollment procedures to facilitate co-enrollment whenever possible
- Cross-train partner staff in enrollment procedures and requirements to facilitate co-enrollment as needed
- With the informed consent of the affected participant, share participant information (including eligibility and assessment information) to minimize participants' needs to have to provide similar or identical information to more than one partner.

11. Confidentiality

The partners agree to share customer information only for the benefit, and with the expressed and informed consent of the participant and, if applicable, the participant's parent or guardian. Informed consent will be documented on the appropriate form required by individual programs/partners.

12. Supportive Services

The partners agree to coordinate supportive services for the individual and their families within the boundaries of their respective capacities.

13. Employer/Business Services

The local One-Stop agrees to provide the listed services below to all requesting employers within the One-Stop's jurisdiction:

- Recruitment, orientation, and referral of qualified job seekers to job vacancies
- Job service and employment information
- Labor market information
- Connection to economic development resources
- Rapid response and plant closure assistance
- Resource referral
- Directory of Services
- Job Fairs
- Employer Seminars

14. Cost Sharing

The contribution must be "proportionate" to the use of the system by individuals attributable to "the partner's program" (20 CFR §662.270). The individual resource sharing and referral agreement is attached and is referenced as Attachment A.

a. Identification of Operating Budget for One-Stop Delivery System

The One-Stop Administrator will meet with each partner to discuss One-Stop costs and partner resource sharing. The methodology will be based on the cost allocation considerations discussed below.

b. Cost Allocation and Resource Sharing Methodology

The partners will comply with the Federal Cost Principles set forth in the applicable Office of Management and Budget (OMB) Circulars. The following lists the circulars and corresponding entities:

- OMB Circular A-21 – Cost Principles for Educational Institutions
- OMB Circular A-87 – Cost Principles for state, local and Indian Tribal Govts.
- OMB Circular A-122 – Cost Principles for Nonprofit Organizations

The allocation methodologies used will be based on a measure of relative benefit received that will produce an equitable allocation of costs to the programs.

Space costs are calculated based on square footage used by each partner inclusive of utilities, phone, janitorial, building maintenance and data access. The individual programs contribute to the co-location costs based on their respective benefit. All other costs are paid by the respective funding source directly.

15. Performance Accountability

The One-Stop management team agrees to work toward the development of common performance goals and measures that will be in alignment with the stated goals of the workforce investment system.

16. Customer Satisfaction

The Coconino County One-Stop has a customer's point of service survey system available.

17. Continuous Improvement

The One-Stop management team oversees the continuous improvement of the One-Stop system. The Signators to this agreement will be invited to participate on a partner/team to provide input for improvements, during a quarterly session that will be initially convened by the comprehensive One Stop Manager.

18. Technology Infrastructure

The technology infrastructure will be part of the cost sharing arrangement.

19. Capacity Building

Partners to the MOU agree to a high level of professional standards related to One-Stop staff competencies and protocols, as well as a professional environment for customers of the affiliate site(s). In order for the "universal" customer to receive seamless services in a true One-Stop environment, it is imperative that all partners in the system understand each partner organization, their services and their goals. Each partner agrees to provide training to the other partners in the system. Each partner also agrees to attend training given by other organizations within the One-Stop System.

It is understood that all organizations participating need to achieve specific program goals, and that by supporting each other through training and team work, the One-Stop System will result in increased goal achievement by all of the partners. As with all aspects of joint planning, capacity building efforts shall be examined in the context of adaptability to needed change, customer service and continuous improvement. The partners agree to work continuously to ensure collaboration with state and regional efforts to provide service delivery in response to identified capacity building needs.

20. Promotion and Public Outreach

The partners to the MOU agree to a collaborative promotional strategy informing job seekers, employed individuals, employers, and the community at large about the services available through the local One-Stop System.

The following resources are or may become available to enhance joint promotional efforts:

- Web site development
- Public education/information
- One-Stop brochures/ flyers
- Labor Market Information packets

- Commercial Air time
- Media coverage
- Public television or radio
- Newspapers

21. Disabilities Services

Pursuant to 29CFR Part 37.7 through 37.10, the parties to this agreement will assure the following are provided, to the extent possible, in the One-Stop delivery systems:

- a. One Stop facilities that are both programmatically and architecturally accessible;
- b. Program access for individuals with disabilities;
- c. Reasonable accommodations for individuals with disabilities

22. Dispute Resolution Process

It is expected that the One-Stop partners will function by consensus. In instances where consensus cannot be reached at the lowest level and the functioning of the One-Stop system is impaired, those One-Stop partners who are parties to the dispute shall submit to the following dispute resolution (complaint) procedures:

- If the partners are unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to the local One-Stop Committee within 15 days of the initial dispute.
- The local One-Stop Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the One-Stop Committee shall prepare a response to the complaint within 30 days.
- If any party to the dispute is not satisfied with the decision of the local One-Stop Committee, the dispute shall be referred to a five person hearing panel, chosen by the parties to the dispute, for resolution. The panel shall be requested to make a determination within 30 days. The decision of the panel shall be final and binding on all parties to the dispute.

23. Indemnification / Hold Harmless

Each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Section 7 above of this MOU from and against all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

24. Non-participation by a required partner

If a required partner elects not to participate, that partner may not be represented on the Coconino County Workforce Investment Board. All efforts must be made to meet and confer and to come to agreement on the issue(s) involved. Alternative representative(s) must be sought which represent the required partner or funding stream.

25. Severability Clause

If any part of the MOU is found to be null and void, or is other wise stricken, the rest of this MOU shall remain in full force and effect. This Agreement shall be binding upon and inure to the benefit of the parties hereto and respective successors and assigns where permitted by this Agreement.

26. Insurance

All parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party. In addition to coverage by individual program requirements, Coconino County Workforce Investment Board Administration will provide umbrella coverage to protect the Workforce Investment Board Members, Coconino County Board of Supervisors and board support staff.

27. Assurances and Non-Discrimination Clause

The parties hereto accept the assurances and certifications identified in this section. Through the signing of this MOU, the parties agree to the provision contained in each of the documents identified below and incorporated by reference into this agreement.

- a.** Assurances – Non-Construction Programs
- b.** Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Transaction
- c.** Certifications Regarding Lobbying, Debarment, Suspension, Drug-Free Workplace
- d.** Certification of Release of Information
- e.** Nondiscrimination of Equal Opportunity Requirements of WIA

Specifically during the performance of this MOU, the parties shall not discriminate against any person because of race color religion sex, national origin, ancestry, physical or mental disability, medical condition, marital status or sexual orientation. The parties also agree to abide by the provisions of Executive Order 11246 on nondiscrimination and, accordingly, will take affirmative action to ensure that applicants are employed without regard to their race, color, religion, sex, disability or national origin.

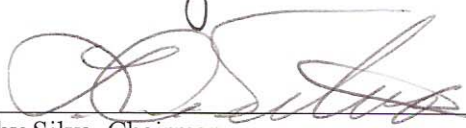
28. Whole document

This MOU shall not be modified or amended except by a written document executed by both parties to this MOU pursuant to the terms for amending the document set forth herein above.

29. Signatures

IN WITNESS THEREOF, the parties to this MOU execute this agreement:

Dated: May 30, 2003, BY:


Libby Silva, Chairman
Coconino County Workforce Investment Board

M. Carol Curtis 5.29.03
Carol Curtis, Coconino County Career Center
Coconino County Board of Supervisors
Representing WIA Title I Adult, WIA Title I Youth, WIA Title I Dislocated Worker
and Welfare to Work

Denise Morton 5/29/03
Denise Morton, District Manager
AZ Dept. of Economic Security
Representing Wagner Peyser, Unemployment Insurance,
Veterans Employment and Training, and TAA/NAFTA

Lawrence Powers
Lawrence Powers, District Program Manager
Rehabilitation Services Administration
Representing Vocational Rehabilitation

Thomas S. Jordan
Dr. Tom Jordan, Coconino Community College
Representing Post Secondary Vocational Education and
Adult Basic Education and Literacy

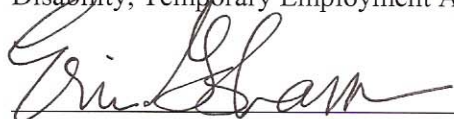
Terri Beeson-Davis
Terri Beeson-Davis, Program Director, Native Americans for Community Action
Representing Native American Programs

Deborah S. Beals
Deborah Beals, Director of Williams Housing Authority
~~Representing Department of Housing and Urban Development~~ 038

John Irish 5-21-03
John Irish, Program Manager, United State Forest Service
Representing Title V Older Americans



Jerry Fousel, Skye Mercer, Goodwill Industries of Northern Arizona
Disability, Temporary Employment Agency



Erin Grisham, Director/Education Opportunity Centers
Representing Education

